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FINANCIAL TIMES

No. 25,538

Friday August 20 1971

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No exemption for RB-211

RB-211 ENGINES will not be exempted from the new U.S. import surcharge, said Treasury Secretary John Connally. It had been hoped that the engines would be exempted from the 10 per cent. surcharge imposed by the U.S. on imports of the DC-10, the TriStar's rival. The extra cost now faced may be as much as \$70m. and will probably have to be passed on to the airlines.

BANKS are to be allowed to lend foreign currencies to British companies to cover outstanding currency liabilities. The move is in effect, a temporary relaxation of the short-term ECU borrowing curbs to help importers during the market recovery.

DOLLAR in New York was stronger against a number of Central currencies but weaker against the Swiss franc and sterling. GOLD closed in London at \$42.25-43.45, against \$43.25-43.50 Wednesday.

ALITIC DRY-CARGO chartering has been almost halted as a result of uncertainty about the dollar's future rate.

JAPANESE officials intervened in the Tokyo exchange market to stop speculation by some major banks.

ANADIAN delegation arrived in Washington, but its request for exemption from the import surcharge seemed likely to be rejected.

AST EUROPEANS were expressing concern and have begun to plan for a transferable ruble.

AMERICAN TOURISTS had been charged exorbitant rates by some hotels and shops during the dollar crisis, the British Tourist Authority. It has launched an advertising campaign appealing for a fair deal.

More details: Pages 5, 10, Back Page

News Summary

GENERAL BUSINESS

Leathams Lynch

Leath last night launched a blistering attack on Irish Minister Lynch who earlier yesterday had condemned British troops to find a military solution to the Ulster problem who said he would not support "civil disobedience" if such attempts failed.

Heath's reply to Mr. Lynch, in his own remarks had been included in a telegram to the House of Commons. The speech was in the House of Commons. The speech was in the House of Commons.

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London equities firmer

LONDON EQUITIES still subdued by the currency crisis, found a few more buyers. The index ended 24 up at 405.1. Insurance moved up on Royal's figures.

LINES Bros. fell 2 1/2 to 5p on the voluntary liquidation news. Back Page and Page 16

GILTS were nervous until the no-change Bank Rate news but closed at gains ranging to 1/2.

ON WALL STREET further profit-taking brought an index fall of nearly 6 which later was halved. But the closing index was 54.0 off at 880.77. Page 24

TOKYO SHARE PRICES fell further yesterday on heavy selling due to reports that the Yen was to be revalued or floated. But conditions quieted on a Ministry statement that the market was not to be closed.

Frankfurt was active and firmer despite caution over the Brussels ECU meeting.

Paris equities, French and foreign, had losses. Australia's markets weakened further.

In Johannesburg gold shares eased in late trading.

BOAC's £63 US fare plan

BOAC PLANS A £63 experimental London-New York scheduled air fare to start in February if an open-rate situation emerges, compared with the £84-104 advanced-purchase rate agreed by the Montreal majority. This is disclosed in BOAC's annual report which confirms forecasts that the operating surplus in 1970-71 fell to £5.8m from the previous £31.1m. Back Page and Page 16

A UCS "MARK TWO" has no future, in the Government's view, said Sir John Edey after talks with the Upper Clyde liquidator, shop stewards and, earlier, Mr. Vic Feather. We are moving towards setting up a new company based on Govan and Linthouse, he said. Back Page

10,000 COVENTRY skilled toolroom engineers are to hold weekly one-day strikes in September when the employers withdraw from the 30-year-old wage agreement. U.K. night and day shift workers at Ryton, Coventry, assembly plant have accepted the pay-productivity deal. Page 17

Grand Met. raises bid

GRAND METROPOLITAN Hotels has added 15p to its offer for Truman, raising it to 45p a share against the Watney bid currently worth 40p. Prudential Assurance has sold its 5 per cent. Truman holding to Watney and Grand Met. in equal parts. Back Page

ROYAL INSURANCE raises its interim to 5.5p (5p), with first-half pre-tax profit at £20.5m. (£14.6m.). Underwriting result has improved. Page 19; Lex

Ministers in Brussels move towards compromise

Exchanges are expected to open on Monday

BY ROBERT MAUTHNER, Brussels, August 19

MR. ANTHONY BARBER, the Chancellor of the Exchequer, who flew here today for urgent discussions with Common Market Ministers on the international monetary crisis, expressed the hope to the Six that the London foreign exchange market would reopen on Monday. He indicated, however, that no final decision had yet been taken on the conditions under which the market would operate.

The assumption is that the pound will fluctuate within wider bands against the dollar, but whether it will remain at a fixed parity still remains to be seen. British sources here declined to comment on the subject but some Common Market delegates claimed that Mr. Barber had indicated that the parity would remain fixed.

Barriers

Asked by Prof. Karl Schiller, the West German Economics and Finance Minister, whether he considered it would be possible to have a two-tier foreign exchange market, involving a controlled and limited float for commercial transactions and a free float for capital transactions, Mr. Barber said it might be acceptable to some countries but difficult to implement in Britain.

The Chancellor spent 40 minutes with the Common Market Ministers, who had interrupted their own crucial discussions on how to react to the latest American measures. He called for a speedy abolition of the 10 per cent. surcharge imposed by the U.S. on imports. This could all too easily lead to further barriers to trade, he was reported as saying.

Mr. Barber told the Common Market Ministers that his meeting with them was an historic occasion. It was significant that the Six was now consulting directly with the U.K. about their common problems.

The Six and the candidates for membership constituted a group of 10 nations with great potential influence, but they would only be able to exercise this influence with maximum effect if they acted in concert, he said. It was important for Britain to remain in the closest touch with the Six. Their joint aim must be to restore stability to the international monetary scene and then to work for a more soundly based international monetary system without trade restrictions, Mr. Barber said.

After a day of intensive discussions the Common Market's Council of Ministers was to-night laboriously approaching a compromise agreement on joint action to deal with the international crisis caused by the suspension of the convertibility of the dollar into gold. The meeting was expected to go on late into the night and could well be resumed to-morrow before a final agreement is reached. The plan which is serving as a working hypothesis would entail

a return to fixed parities within the Community, including probably a re-alignment of the Six's currencies against each other, and a controlled float of Common Market currencies against third country currencies, notably the dollar.

The stage was set for a possible compromise after a private conversation between M. Valéry Giscard d'Estaing, the French Finance Minister and Prof. Schiller at the beginning of the Ministerial meeting.

During this conversation, M.

Aid for exporters ... 10
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Prestige and parties ... 17

Giscard d'Estaing assured Prof. Schiller that the statement issued by the French Government last night which included a declaration that France would not change the parity of the French franc and would propose a two-tier foreign exchange market, was merely an opening proposal.

This was interpreted by Prof. Schiller as a clear indication that a bargain could be struck. The discussions to-night centred on a proposal made by the Benelux countries which contained many of the main elements of the European Commission's plan, while taking into account French reservations

about a joint float of Common Market currencies, originally proposed by Prof. Schiller last May at the time of the floating of the D-Mark.

According to the Benelux proposals, the Common Market would re-establish fixed parities between the member countries, but these would no longer be linked to the dollar as in the past. The new parities would be set at what was described as "a realistic level," which clearly implies that the effective revaluation of the D-Mark and the Dutch guilder, which has taken place as the result of the floating of these two currencies, would be taken into consideration.

The Benelux plan does not, apparently, envisage any outside standard to which the Common Market countries would be tied. The rates between them would be fixed by mutual agreement and there would be a permitted maximum margin of fluctuation of 0.75 per cent. either side of parity.

Mechanism

The corollary of such a system would be the concerted intervention of the central banks of the member countries in order to maintain the parity of each other's currencies within the Community.

Although the Benelux plan does not specifically mention what should be done about the Community's monetary relations

Nixon taking a tough line

BY JOHN GRAHAM, U.S. EDITOR, Washington, August 19

THE NIXON Administration has intensified its belligerent attitude, both domestically and internationally, in the chaotic aftermath of President Nixon's "new economic policy" announcement.

The President himself, in a political speech in Illinois, has publicly for the first time said that his intention is to get other countries to revalue their currencies. The international elements of his new policies, he explained, were designed to meet "the need to revalue the currencies of the world."

This point is especially addressed to the Japanese, of course, and there is a growing belief here that the Japanese will be unable to hold out against the mounting financial, commercial, and political pressure.

Clouded

Bilateral negotiations between the U.S. and Japan are due to begin here to-morrow, with the arrival of the special Japanese envoy. But the atmosphere between the two countries was clouded to-day by the suggestion that Mr. Volcker of the U.S. Federal Reserve Bank might be asked to head the international monetary side of things—may not go to Japan, but insist that the Japanese come to Washington.

This line in general—that the U.S. has done what it had to do and that it is now up to other countries—was firmly put by Mr. John Connally, Secretary of the Treasury, this morning. He said that he would probably refuse the Canadian request for exemption from the 10 per cent. surcharge on imports.

Canada, the United States' closest trading partner, sent a high-level mission to Washington to-day, headed by Mr. Benson, the Finance Minister, to ask for complete exemption. The Canadian Government in Ottawa has let it be known that M. Trudeau, the Prime Minister, wishes to meet President Nixon fairly soon. No softness on the Canadian question is detectable in the U.S. Treasury or the White House.

Secondly, Mr. Connally this afternoon issued an official statement saying that he did not plan to give Lockheed a special exemption from the 10 per cent. import surcharge for the Rolls Royce RB-211 engine. Despite an earlier suggestion by Treasury officials that this might be considered a special case, political difficulties have carried the day.

McDonnell Douglas has the wings for its DC-10, the chief rival to Lockheed's L-1011, made in Canada and these will be subject to the surcharge. It was Mr. Connally himself who was largely responsible for Lockheed's getting Congressional approval for a Federal loan guarantee, and he might therefore have been presumed to have a strong interest in not making life any more difficult for the company.

Thirdly, there is more and more evidence that the U.S. not only intends to make the wheat price freeze stick for the announced 90 days, but may well extend it, or at least institute some system at the end of the period to prevent a renaissance

of inflationary tendencies. Mr. Connally said this morning that the new Cost of Living Council (COLC) spent three hours at its first meeting yesterday discussing this very question.

He also carried the fight straight back to that section of America which has been most hostile to the President's proposals, the labour unions. The unions have been threatening to ignore the proposals not only by continuing the existing strikes (which the White House has asked them to call off), but by general strike action.

To-day the AFL-CIO Council met with Administration officials and a spokesman for the labour side said that the AFL-CIO is getting an increasing number of telephone calls demanding a "national strike."

"No faith"

Mr. George Meany, president of the AFL-CIO, has accused President Nixon's economic proposals as being a "tax bonanza" for business and a "sheer malarkey" for the rank and file. He went on: "At some point not too distant in the future we are going to have to take a look at the capacity of big business and big labour to abuse powers."

The Administration to-day won a notable victory in this new policy of toughness towards the unions, when 14 Teamsters refused to co-operate fully with the freeze.

But all the Administration's resolve will be needed in the light of an extraordinary statement made by the AFL-CIO after to-day's meeting with the Administration. Mr. George Meany said flatly that "we just won't co-operate." He advised all striking unions to ignore the Presidential plea to call off their strikes.

He also suggested that they consider wage settlements which would be frozen by the President's order. "We have absolutely no faith," he said, "in the ability of President Nixon to successfully manage the economy of this nation for the benefit of the majority of its citizens. Specifically we urge the Congress to reject the President's proposals to further enrich the corporations at the expense of the poor and the needy and the public treasury."

If a serious row is building up domestically it is far from clear what the U.S. really intends to do with respect to the international monetary situation. Senior Administration officials are being deliberately vague about a possible return to convertibility of any sort, and the likelihood of this is that the U.S. has taken its stand, is by no means unhappy to see the disorder it has produced in Japan

and in Europe, and is waiting to see what anyone has to offer. The import surcharge is the hostage to agreement that suits the American book. If other countries revalue by satisfactory amounts, then Messrs. Nixon and Connally will consider removing it, but they are prepared to use whatever trade weapons they have in order to get an exchange system they can live with.

There may well be the makings of a trade war in this, but the U.S. is banking on other countries—especially the EEC and Japan—realising that they have far more to lose by a trade war than the U.S.

The State Department announced to-day that Mr. Nathaniel Samuel, Deputy Under-Secretary of State for Economic Affairs, will go to Europe early next week to represent the U.S. at a special GATT meeting on the 10 per cent. surcharge.

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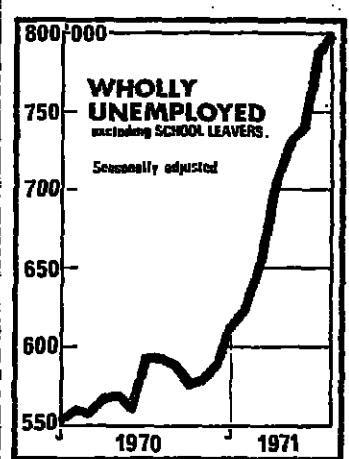
	Close	Aug. 19	Close	Previous
New York (Spot)	\$2.423-425		\$2.420-422	
Do. (1 month)	Unavailable		Unavailable	
Do. (3 months)	Unavailable		Unavailable	
Do. (12 months)	Unavailable		Unavailable	
Fixed Interest	74.6	74.6	74.6	
Industrial Ord.	45.1	45.2	39.4	
Gold Mines	54.8	54.8	49.4	
One Day's News	3.78	3.80	4.50	
Earnings Yield	5.97	5.93	6.71	
P/E Ratio	16.78	16.28	14.83	
Debt/Equity Ratio	10.52	9.73	7.38	
Industrial Ord. (Index)	42.7			
For latest share index please (01) 255 3025				
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August jobless total at post-war peak

BY MICHAEL HAND

FACED by another big rise to 904,000, in the number of people out of work in the U.K., the Government is still banking on its recently announced reflationary measures to turn the tide away, and certainly before the million mark feared by the unions can be reached.

The total number of people unemployed in Britain has risen over the past month to 904,000, or 3.7 per cent. of the working population. This is a jump of 73,000 since July, when the percentage was 3.4, and more than 250,000 above the August figure



last year. The Northern Ireland figure adds another 45,000 to the total.

This is only the second time since the war that the overall figure has passed 900,000. The first occasion was during the severe weather in February, 1963.

No firm forecasts are being made about when the upward trend is likely to be reversed, but it is hoped that the measures announced by the Chancellor last month will start being reflected in the level of unemployment in the next two or three months.

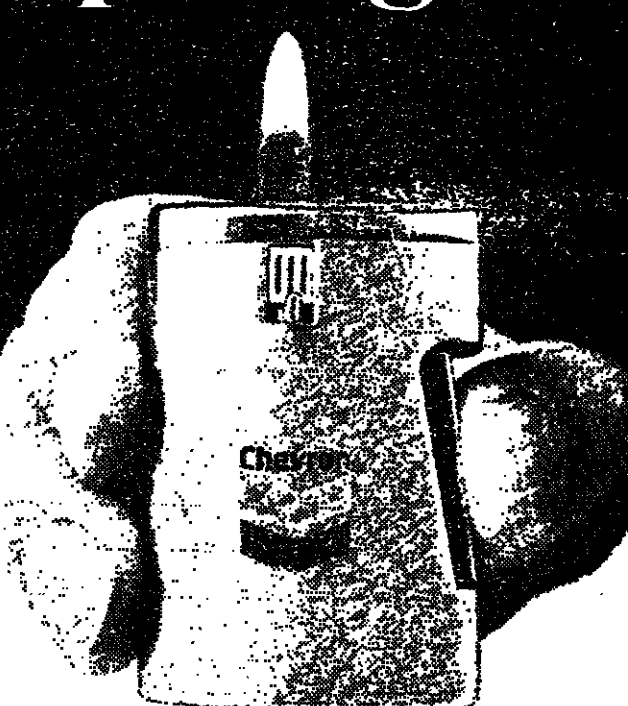
Between July and August, the number of wholly unemployed increased by 34,000 to 762,000 including 25,000 students looking for vacation work. The seasonally adjusted figure increased by 11,000 to 799,000 or 3.5 per cent. of the working population.

The only slightly encouraging feature for the Government is that the increase in the seasonally adjusted figures for the past three months has been smaller than over the last six-month period—a 22,500 average increase as against 29,400.

Inevitably a major factor in this month's figures was the big influx of school leavers (Map, Page 6)

Editorial Comment, Page 16

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RONSON

Salzburg Festival—2

Mitridate, Rè di Ponto

by ELIZABETH FORBES

On the opening night of the love for Sifare; "Nel grave tormento" illustrates her conflicting emotions of love and duty; in the final scene, she looks for peace in death. The ravishingly beautiful duet with Sifare, in which the two soprano voices entwined in a pre-echo of the Countess and Sussanna, conveys a sense of the lovers' doomed fate, as they think, to die. But drama, as interpreted by an excellent cast, found favour with the audience, who encored one of the prima donna's arias, and the "Evviva il Maestro!" The comical, dressed in a scarlet suit, armed with gold braid and a sword, was Mozart. He was years old, and his name was Sifare.

The performance in the Festschule at Salzburg, according to the programme the first production for 200 years, arranged in eight scenes, 20 arias, 20 recitatives, one of a short final ensemble. The music is unfailingly fluent, often very beautiful. The singing is particularly deft—nothing was Mozart known in Milan as Il Signor Cavaliere. The sentiments expressed are mostly as conventional as Cigna-Santi's not very jagged verse. But three of the numbers show a biological insight into character, astonishing in someone so young, however talented and cautious.

Most of these arias are allotted to Aspasia: in "Nel sen mi ita" she confesses her secret love for Sifare; "Nel grave tormento" illustrates her conflicting emotions of love and duty; in the final scene, she looks for peace in death. The ravishingly beautiful duet with Sifare, in which the two soprano voices entwined in a pre-echo of the Countess and Sussanna, conveys a sense of the lovers' doomed fate, as they think, to die. But drama, as interpreted by an excellent cast, found favour with the audience, who encored one of the prima donna's arias, and the "Evviva il Maestro!" The comical, dressed in a scarlet suit, armed with gold braid and a sword, was Mozart. He was years old, and his name was Sifare.

Donne Arnaud Theatre

Mary Rose

by CHARLES LEWSEN

The plot of Mary Rose has been in J. M. Barrie's mind seven years when he came to write the play. He wrote it in 1904, but it was not until 1911 that it was produced. The play is a comedy, but it is a comedy of a kind that is not often seen. It is a comedy of the kind that is not often seen. It is a comedy of the kind that is not often seen.

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atre Upstairs

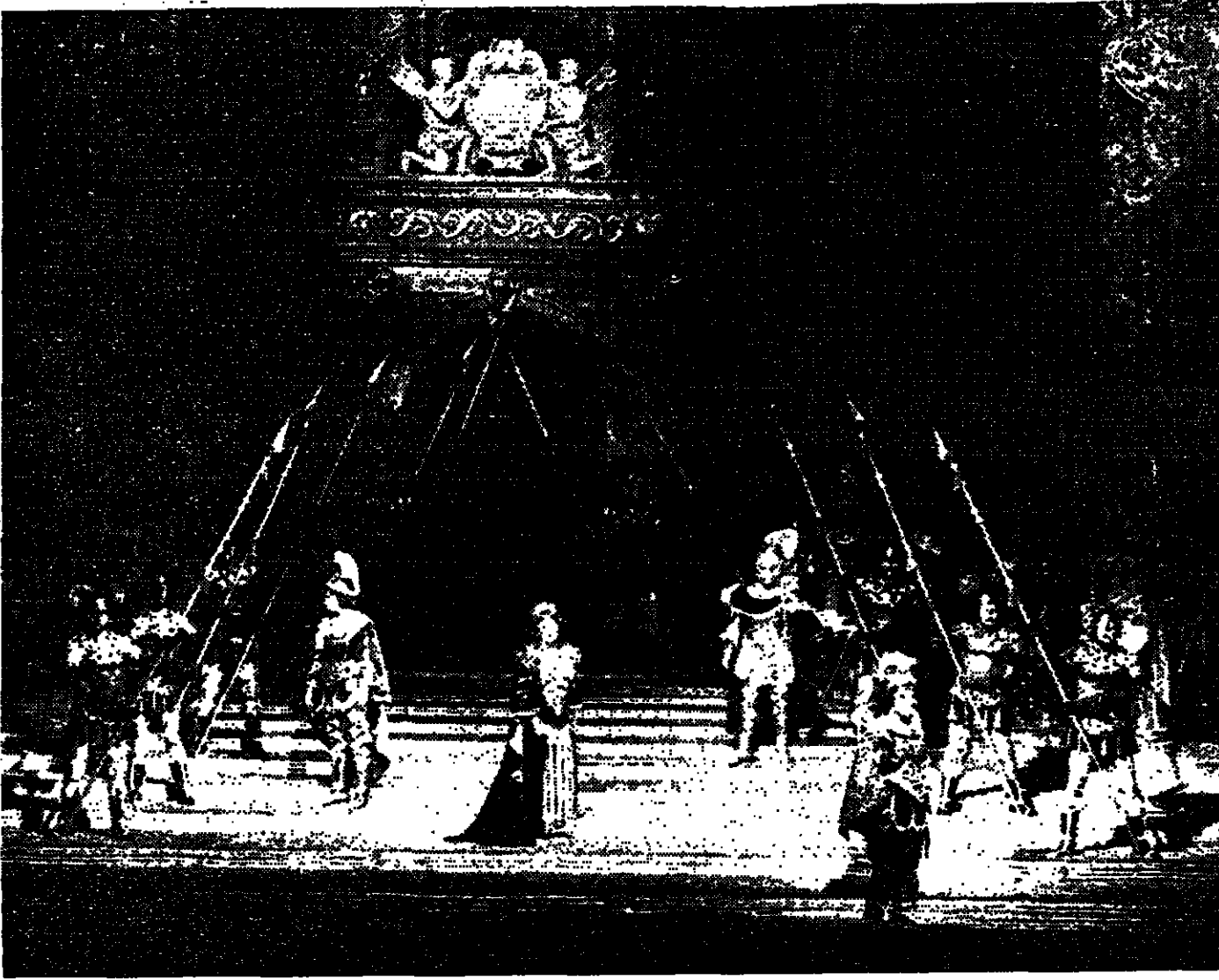
Do It!

by B. A. YOUNG

A celebration of Jerry's man, like Tiger's a celebration of William Blake. Jerry, for those who don't know, founded the Yippies, an incoherent anarchist looking forward to a new state of people who are crazy, irrational, sexy, irreligious, childish and only incursion into British life has been his wreck. The David Frost television act that won him unexpected gratitude of millions. The myth, as related by Leob in his autobiography, is that it was he who did this. He was not from our shores. You to be able to think at it to go along with Pip Simmons, which he has from Rubin's eponymous.

Simmons is an incoherent master; his text is mostly ed exhortations to the race to behave in the same way. His way is his way (or affects to), wear hippy gear, as rigidly as the City man's er and umbrella. And his rated squalor suggests the children in Lord of the Flies. Half actors and half pop stars, though at usual the c is so much amplified that the words nor the notes are perceived.

Shows are plentifully with those dreary words and escape from nowadays, after the first hour, though



Mitridate, Rè di Ponto, the last scene

Cinema

Mother's boy

by DAVID ROBINSON

Le Souffle au coeur (Dearest Love) (X)

The Best Age (no certificate)

The Abominable Dr. Phibes (X)

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Le Souffle au coeur (Dearest Love) (X)

The Best Age (no certificate)

The Abominable Dr. Phibes (X)

only to secure the bonds of the family unit—which caused the French pre-censorship commission to condemn the film merely on the strength of the scenario: the commission spoke of "an accumulation of erotic and perverse scenes, complacently described" and of "a project which, in the absence of genuine artistic justification, could only result in gratuitous pornography." It was perhaps an echo of this indictment and the superstitious horror of the mere mention of incest which it implies, which led the jury at the Cannes film festival pointedly to ignore a film of very distinctive merits.

The theme is treated with faultless discretion and taste, without the smallest nod to current sensationalism. Malle, one of the "first prophets of the nouvelle vague, has deliberately turned back to the classical style of the immediate post-war French cinema—not with an intention of pastiche (though more than anything it is this style which reinforces the period atmosphere, vividly evoking a fast-receding recent past) but because this is a method especially well suited to the sort of direct psychological realism with which he approaches Laurent and his world.

"I dared not have tackled a film about adolescence at the outset of my career," as Truffaut did with *Les quatre cents coups*, because I lacked certain qualities which one only acquires gradually: like simplicity, innocence, freedom. These are precisely the qualities which the film possesses. Malle isolates all the pains and anger of growing up without ever losing sight of the thrills of discovery and the over-riding comedy of it all: it is a very funny as well as a very touching film. Above all it manages precisely to capture the sad but inevitable moment in life when the frankness and openness and simple acceptance of childhood are put aside and we embark on the complex of neuroses that constitutes adulthood. Before our eyes Laurent grows up and alters, in ways far deeper than simply changing his reading from comic books to *L'Histoire d'O* and Camus. Already in *Zazie dans le metro* Malle revealed his special gift with child actors: he has produced marvels in the performance of Benoit Ferreux. The adult protagonists—Lea Massari and Daniel Gelin—admirably complementing each other—do well to keep abreast with him.

There is this aspect of the film—the ending which indicates that the experience has been positively therapeutic and served

ing old in Jaroslav Papoušek's *The Best Age*, in which everyone is all the time accusing everyone else of being better off because he is younger or because he is older. This is one of the last works of the brief splendour of the Czech New Wave. (It is worth turning up an article in the current issue of *Sight and Sound* about the sad story of the suppression of the cinema after the invasion of 1968.) Papoušek was an associate of Milos Forman on *Peter and Paul*, a blonde in *Love and the Firmament*, and of Ivan Passer on *Intimate Lighting*.

The setting of *The Best Age* is the sculpture studio of an art school. A group of old, bored men waits daily in hope of jobs as models, always resentful of the successful applicants: a young mother who cheerfully poses nude despite the racket of her crying baby and the protest of her jealous husband; an aged man who asserts his independence in the face of his ancient girl friend's insistence he should shave his moustache; a solemn coal-man who introduces his high-spirited mates to the excitingly sophisticated world of the art school. Again it is unvaryingly funny; and again the director's sense of history permits you to see beyond the individuals the image of a whole society.

Until now Robert Fuest has been the director you hate to hate. Maybe his trouble was inhibition. Just like a woman after all his first film and his second, which he cheerfully forgives, and *Soon the Darkness* was a terrible old scenario, being part of the disastrous Associated British programme to which the industry superstitiously looked for its Messiah; *Wuthering Heights* carried all the dread responsibility of being a literary classic. The Abominable Dr. Phibes, on the other hand, is shameless nonsense; and relief at not having to pretend that it is anything more seems to have done Mr. Fuest the world of good.

Mr. Fuest makes very tolerable use of his messiah, added to which he has the overwhelming advantage of Vincent Price as the Abominable Doctor, bent on the punishment of the surgical team of nine who performed an unsuccessful operation on his dying wife. Confutably, Dr. Phibes—who is obliged to devise elaborate masks and ingenious machinery to conceal his own ruined body—chooses to visit his victims with nine out of the ten biblical plagues of Egypt. Price's special quality is the complete ownership of his portrayals, and the ability to suggest complete unconsciousness of their high comedy—as



Mother and son: Lea Massari and Benoit Ferreux in "Le Souffle au coeur"

Albert Hall

Bruckner 2

by RONALD CRICHTON

The big event in Wednesday's Prom was the performance by himself again one of the best conductors of the day, Bruckner's second symphony. Like Tuesday's Verdi and Monday's Mahler, this was a repeat from the winter season. This time, however, the dodge worked. They played as well as they could on Wednesday—memory in this case is a less reliable guide than usual since the Albert Hall is so much more sympathetic to Bruckner than the Festival Hall.

That remains true even with the Second, where the scoring is often a light for Bruckner, where the pulse beats quicker than in the tremendous but weighty masterpieces that were to follow. How much strange, ravishing music there is in this symphony, above all in the slow movement, how extraordinary in its modulate a passage that sounds so like Borodin as the tune (tunes, rather, for there is a typical counterpoint going on) over an internal pedal of an open fifth on plucked violins.

The scherzo, at least up to the massive coda, has a Schubertian gait, yet this finely-tempered performance hinted that up to this point the real influence behind this symphony might be Haydn. It may seem silly to go on about pedigrees in Bruckner, but part of his fascination lies in the mixture of the profound originality with improbably mixed

Caerphilly Festival

The 10th Caerphilly Festival, to be held this year from July 24-30, will close the five-months long programme of celebrations to mark the 700th anniversary of Caerphilly Castle. Among the artists taking part are the BBC Training Orchestra with soloists Robert Lloyd and Ivor James (horn) and the Jacques Loussier Trio. There will be an "Opera at the Castle" evening with Margaret Price (soprano) and Keith Erwin (tenor). Mozart's Requiem in D will be given by the BBC Welsh Orchestra and the Caerphilly Festival Chorus.

The Belgrade Theatre, Coventry, will be presenting a performance of *The Price* by Arthur Miller. The Caerphilly Urban District Council believes it is one of the few, and possibly the only, local authorities in Britain to directly administer a festival of this kind. A council spokesman said: "We have particularly encouraged the works of young musicians and composers but our policy is to bring the finest in the Arts to the man in the street at prices he can afford. For instance this year, after much heart-searching, we are raising admission prices to £1.50 for all concerts, with a special price for pensioners."

ENTERTAINMENT GUIDE

OPERA AND BALLET

COLISEUM. Sadler's Wells Opera. Tonight & Tues. at 6.30.

LOHENGGRIN. Tonight & Tues. at 6.30.

THE SERAGLIO. Tonight & Tues. at 6.30.

MARRIAGE OF FIGARO. Wed. at 7.30.

THE BARBER OF SEVILLE. N.B. Change of Rep. Tomorrow: The Seraglio. 8.30. 1.10. 2.10. 3.10.

LONDON FESTIVAL HALL. (250-3191) LONDON FESTIVAL HALL. Season 1971-72. Sept. 2-30. 2.30. 5.30. 8.30. 1.10. 2.10. 3.10.

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American News

Argentine crisis on economic policy

Our Own Correspondent
BUENOS AIRES, August 19.
A resignation, requested by President Agustin Aramburu, of the Central Bank president Ricardo Grunstein is seen as the beginning of a crisis in economic policy.
The resignation of Dr. Grunstein, the fourth Central Bank president in a year, recently was not caused by President Nixon's new economic policy. Observers here see it as a sign of the government's attempt to bring definition to Argentina's economic policy.
Dr. O'Shaughnessy writes: "The fall of Dr. Grunstein became a distinct possibility after the announcement earlier this month of a complete ban on beef exports in the domestic market, removal of one of the staples of Argentina's diet—each Argentine consumes on average 100 lb of beef per year—was by popular despite the criticism of the country's exports which prompted it."

Military

Following the dismissal earlier this year of Dr. Aldo Ferrer, the economist and nationalist Minister of Economy, government has been increasingly preoccupied by the phenomenon of "estancamiento," or stagnation. The rise in the cost of living looks likely to exceed 40 per cent this year thus distorting hopes that it could be held to less than 20 per cent.
There is little sign of improvement in picking up. Unemployment remains at a high level, the increasing difficulties of the Government of General Indro Peron are facing in an attempt to work out a "great accord" in the political and economic spheres. The political forces are increasing talk that the Government will be forced to change the head of State.

Canadians seek exemption from import surcharge

BY GUY DE JONQUIERES

WASHINGTON, August 19.

A HIGH-LEVEL Canadian delegation, led by Finance Minister Edgar Benson, arrived in Washington today in an attempt to persuade the U.S. to exempt Canadian products from the new 10 per cent import surcharge.
As the U.S. largest trading partner, Canada is seriously concerned at the impact of the new trade barrier on its foreign trade balance. It is estimated that it will affect about one quarter of its exports to the U.S., which have been running at an annual rate of well over \$12,000m. so far this year.

"Tough guy"

In confronting the U.S. Administration, the Canadians are able to point to a record as "good neighbours" in their policies on trade, economic relations and monetary affairs. They are expected to ask the U.S. to recognise this by making special concessions for them in the implementation of the surcharge.
First indications, however, suggest that they will meet with a sympathetic but negative reception. The Treasury Secretary, Mr. John Connally, who is receiving the delegation, hinted strongly on television this morning that he will reject outright any request to lift the surcharge.
The Administration's attitude appears to be that the surcharge must apply equally to all coun-

tries, since any move to make special concessions to one will only lead to a strengthening of pressures from abroad for similar treatment.
In particular, the Administration seems determined to maintain the "tough guy" image which it has created for itself in entering the confrontation with Japan, where the bargaining is likely to be a good deal harder than with Canada.

Canada at present has a strong surplus on its trade with the U.S. During the first six months of this year, its exports amounted to \$6,387m., while imports from the U.S. came to \$3,216m. Mr. Connally is thus likely to argue that Canada's external position is strong enough to bear the burden of the American barrier.
He is also likely to point out that proportionately, Canadian exports are likely to be less affected than those of other countries by the surcharge, which covers approximately 50 per cent of all American imports. This is due partly to the fact that a number of product categories are already exempted from any tariff. For instance, cars manufactured by U.S. motor companies in Canada and imported into the U.S. are free of American duties under a long-term bilateral agreement.
Apart from fears of a deterioration in its foreign trade balance,

the Canadian Government is particularly concerned that the imposition of the surcharge will lead to a fall in production and a consequent rise in unemployment, which is currently well above 5 per cent.

It is expected to argue that Canada imposes no restrictions at all on U.S. goods coming into the country that it has traditionally shown a sympathetic and co-operative attitude in economic and diplomatic dealings with the U.S. One example of this, it is likely to point out, was the decision last year to allow the Canadian dollar to float up on the foreign exchange markets, where it is now where it was at a premium of about eight per cent above the U.S. dollar before this week's market closures.

The Canadian reaction to President Nixon's measures is in many ways reminiscent of the reaction of Mr. Lester Pearson's Government back in January, 1968, to the "save the dollar" programme of President Johnson. The Canadian economy was far weaker then than it is to-day and at first sight it seemed that Mr. Johnson's measures would be applicable to Canada as well as to the rest of the world; the Canadian dollar then sank to its lowest level, below the dollar from Ottawa to Washington and, with a huge sigh of Canadian relief, the U.S. Government agreed to exempt Canada.

Mutual fund redemptions for third month exceed sales

BY JUREK MARTIN

NEW YORK, August 19.

REDEMPTIONS of mutual funds exceeded sales for the third consecutive month in July. Although the stock market surge of this week will probably mean that this position will change in August, this summer trend has been of fundamental concern to the mutual fund industry.
The figures for July show a net outflow from mutual funds of \$72.3m., according to the investment company institute, which tabulates the industry. Sales in the month came to \$87.3m., well below the \$434.3m. of June, while total redemptions amounted to \$443.6m., also below June's \$486.7m.

Total assets

Thus the net outflow last month was more than double the \$32.4m. recorded in July. In May, the excess of redemptions over sales came to \$121m.; this was the first month since the investment company institute began listing the performance of the funds in 1964 that an outflow had occurred.

Other key statistics show that in July the funds' cash position rose to 5.6 per cent of total assets, compared with 5.3 per cent in June and 4.9 per cent in May. Total assets at the end of last month stood at \$81,400m., down from the \$83,600m. of both June and May.
There are a number of underlying causes to the decline that may or may not become academic if the stock market does launch a sizeable rally. The most obvious, of course, is investor apathy. The gradual fall in the stock market before this week's events was noticeable for the market absence of the participation on the part of the small investor, who appeared, for the time, to be thoroughly disillusioned by the equity markets.

The second factor can be traced through the erratic but general fall off in new sales, which many mutual fund experts have attributed to the recent reforms Nixon has restored this vital ingredient though whether their commissions that may be paid to fund salesmen. The peak for

monthly sales was reached in the first quarter of 1969, just before the bear market took its hold. The effect of the reforms has been particularly noticeable in "front end load" or "trail commission" fund plans. Fund buyers have been able to spread out over longer periods the charges they previously had to pay initially, while the fund salesmen have had to wait commensurately longer to receive their commissions. The inference is that fund salesmen have lost much of the incentive they once had for aggressive pursuit of customers. Indeed, a number of mutual funds have dropped from end load programmes from their business.

However, the majority of fund experts tend to lay their temporary problems at the door of the lack of confidence in the equity markets. They are optimistic now that President Nixon has restored this vital ingredient though whether their optimism is premature or not remains to be seen.

COSTA RICA

Figueres loses his old fire

BY ALAN RIDING, CENTRAL AMERICA CORRESPONDENT

THE OLD myth that Costa Rica is the leftist country of Central America must surely have been laid to rest by the recent public outcry at the prospect of an exchange of ambassadors between Moscow and this tiny mountainous republic.

None of the five Central American nations has full diplomatic relations with the Soviet Union and the Costa Rican Government's plan to be the first has been smothered by a powerful coalition of businessmen and the Catholic Church.
Ever since he came to office in May 1970, 64-year-old President Jose "Pepe" Figueres has been toying with the idea of allowing a Soviet Embassy to be opened in San Jose in exchange for an agreement by Moscow to buy more of Costa Rica's surplus coffee. Negotiations through the Soviet Embassy in Mexico City were so advanced that a date—August 20—was set for the arrival of the new Russian Ambassador. But the upsurge led by a right-wing group called the Free Costa Rica Movement, forced the Government to concede late last month that "the climate is not propitious" for the opening of a Soviet Embassy in San Jose.

Long-awaited

Although President Figueres has always interpreted the proposal in strict economic terms, the Free Costa Rica Movement felt Moscow was being given a long-awaited foothold to carry out subversive and intelligence activities in Central America. The Costa Rican Communist Party said that, since Moscow was formally recognised 30 years ago, the right was merely trying to create an atmosphere of hysteria in the country.

The row, about the only political issue in Costa Rica in the past year, has produced an extraordinary number of divisions and turnabouts within the establishment.
For a start, "Pepe" Figueres, who was one of the "New Left" leaders of Latin America during

his first term in office between 1953 and 1958, is now as strong an anti-Communist as can be found, and he never misses an opportunity to reaffirm his friendship with the U.S. "This diplomatic recognition in no way shakes our loyalty to the United States or to the democratic cause," he said recently. "People everywhere are tired of the Cold War. Russia controls half of Europe and we want to make the Russians drink coffee instead of tea."

Yet, almost unbelievably, Figueres' sponsorship of the plan to open full diplomatic relations with Moscow led to a wave of rumours in San Jose early this year that the CIA was plotting his overthrow. Although this was never proved, the local intelligence chief, Earl J. Williamson, who is well known to oppose the proposal for relations with Moscow, was withdrawn from Costa Rica under a cloud in February.

Foreign Minister Gonzalo Facio, who challenged Don Pepe for the National Liberation Party's presidential nomination, was also opposed to the establishment of a Soviet diplomatic mission in Costa Rica. At one time, journalists interviewing Figueres and Facio successively were given different stories on the state of negotiations with Moscow. And when the Mexican Government expelled five Soviet diplomats in March this year for alleged connivance in guerrilla activities, Facio wasted no time in declaring that Costa Rica would have to reconsider its plan to allow Soviet diplomats into the country.

More recently, the Catholic hierarchy has joined the opposition to the move on the grounds it would cause problems. Even a personal explanation by Figueres to the Bishops did not prevent them from campaigning publicly against the proposal. Ironically, U.S.-owned banana companies in Costa Rica are in favour of the move since it could give them a good sales outlet in the Soviet Union. The feeling is that, if full relations were established

with Moscow, Russia would not only buy more than the 300,000 quintals (100 lb bags) of coffee of recent years, but would also purchase a considerable supply of bananas. In exchange, Costa Rica would buy an unspecified amount of Soviet machinery. Costa Rica's need to find new markets is urgent because of its large trade deficit—\$182.4m. of exports against \$253.3m. of imports in 1969. With its market for coffee restricted by the International Coffee Agreement, it has little choice but to look to Eastern Europe to buy up its coffee surplus. Within the shaky Central American Common Market, it also feels it is getting a raw deal and even temporarily placed a tariff on certain goods coming from Guatemala, El Salvador and Nicaragua in June.

After negotiation, the duty was lifted, but Costa Rica is still unhappy about its \$25m. trade deficit with the other Central American Republics. Its main trading partner is, of course, the United States, but its primary products face the same protectionist barriers there as those of other developing nations.
Domestically, Costa Rica's serious social problems are being made more acute by the high birth rate. Although its per capita income exceeds \$430—higher than elsewhere in Central America—and its population is still only about 2m., the 3.7 per cent. population growth rate is breeding serious problems, particularly in the rural sector, where there is already high unemployment and extensive poverty.

President Figueres seems fully aware of his country's situation and is trying to mould a coalition of the business sector and the labour movement to tackle the problems. "I have told the labour leaders that if they want to cut off the heads of the businessmen, they can go ahead, but it will mean 50 years of poverty for Costa Rica," he said after his election. "I tell the businessmen that if they don't take responsibility for finding solutions to poverty and unemployment they will not escape another Cuba here."

Yet Don Pepe's low-key commonsense approach has not been particularly well received at home. Closer relations with Moscow for commercial reasons are logical, but there is hysteria within the establishment; higher taxes are necessary but strongly opposed by businessmen; and foreign investment is needed to exploit Costa Rica's minerals, but the Left denounces Alvaro's involvement in nickel. "We Latin Americans have an incurable illness," Figueres said recently, "we live a political campaign all the year round."

Figueres still seems committed to social reform, although he has unquestionably lost some of his old intensity. In the Fifties, he was one of the strongest opponents of the dictatorships of Anastasio Somoza in Nicaragua and Fulgencio Batista in Cuba. Now he constantly denounces the Castro regime in Cuba, but he has mellowed and even has cordial relations with Nicaragua's present President Somoza, the youngest son of his old enemy. Perhaps it just means Don Pepe's energies are now concentrating on domestic affairs.

Troubles

But if Costa Rica has troubles, it has "Costa Ricanised" troubles that cannot compare with those of its Central American neighbours. From the inside, things sometimes may look tense, but from afar Costa Rica still stands out as a haven of sanity in a troubled region. In all the other countries of the area, including Panama to the south, the Army is either in the National Palace or effectively running the affairs of State. Costa Rica, on the other hand, has had no army since Figueres led the overthrow of a Communist-infiltrated regime 21 years ago. In Costa Rica there is also a genuine—and rare in these parts—atmosphere of freedom, where people of all political tendencies can express their views without fear of a knock on the door at midnight.

GM URGED TO RECALL CORVAIRS

NEW YORK, August 19.

THE CONSUMER'S Union urged the recall by General Motors Corporation of some 900,000 Chevrolet "Corvairs" now on the road.

The organisation cited a heater defect which it claimed is liable under certain conditions to blow carbon monoxide fumes into the passenger compartment.
Reuter

Permanent organisation for Intelsat

WASHINGTON, Aug. 19.

REPRESENTATIVES of some 40 countries will meet Friday to sign an agreement creating a permanent organisation known as Intelsat for worldwide satellite communications by television, telephone and telegram.

The permanent organisation is expected to begin full-fledged operations next spring, which will here May 21 after two years of 46 and Indian Oceans. There are 80 member states other nations succeeded in joining the agreement, including the overwhelming American UPI

control of the operation which had been in effect during the interim period.

The interim system began operation soon after its first satellite, "Early Bird" was launched in 1965. Intelsat now has seven earth stations over the Atlantic, Pacific and Indian Oceans. There are 50 earth stations for communications via the satellites.

The best service going to West Africa leaves from Victoria Station

best service going to West Africa starts at Victoria Station.
DONIAN BUA's town terminal sits over platforms 15 and 16, can complete all embarkation formalities there.
In under 40 minutes a direct rail link takes you into Gatwick, London's most convenient airport.
If you come by car, you'll find plenty of inexpensive parking space. And there's a free limousine service from Heathrow to your DONIAN BUA connection.
We now offer you six jet flights a week to Lagos, three to

Kano and four to Accra as well as three a week to Freetown and weekly flights to Bathurst and Monrovia.
Select your seat. Sit back and relax.
Our smiling hostesses are at your service.

So next time you've business in West Africa ask your Travel Agent to book you by the best service going.
And make business a pleasure.

CALEDONIAN//BUA
THE SCOTTISH INTERNATIONAL AIRLINE

In association with Nigeria Airways
Scheduled jet services to 24 countries.



Export News

Expansion moves by Henry Sykes

Financial Times Reporter

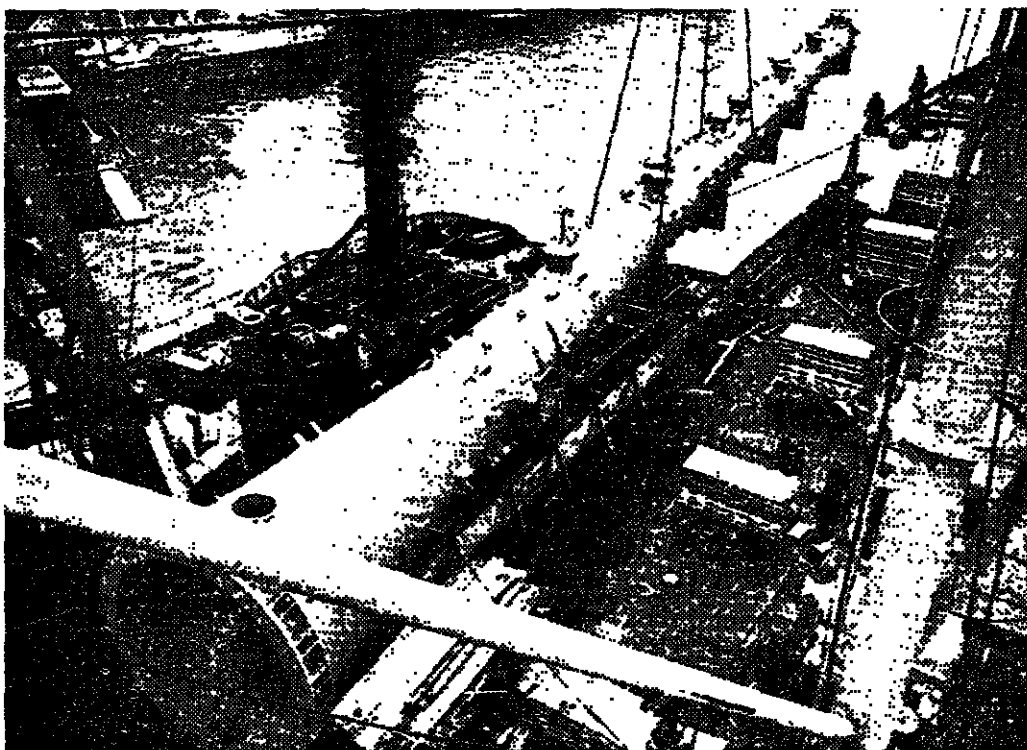
HENRY SYKES, which manufactures pumping equipment for civil engineering contractors, local authorities and industrial users, has announced two developments in its policy of expansion into overseas markets.

In the U.S., the company has purchased from Hanson Trust the entire share capital of Pump Rentals, a marketing company set up in 1969, by Hanson Trust, for the sale and hire of Sykes Ualvac and Velovac pumps throughout the U.S. The company has been purchased as a going concern with existing staff based in the Philadelphia area.

In the Common Market, the company has formed Sykes Pumps SA based in Renais, Belgium, where the full range of Sykes' equipment is available to customers for sale and hire.

Clean living

WALKER CROSWELLER and Co. of Cheltenham, is to supply 345 of its Leonard thermostatic showers for a 25,000 tons cruise ship, being built by "Wärtsilä" of Helsinki, Finland, for the Norwegian ship lines Det Bergenske Dampskibsselskab.



A 160-foot-long regeneration tower weighing 57 tons being loaded at Manchester on the Strick Line vessel Baluchistan, part of the P & O group. The tower is being shipped by The Power-Gas Corporation, part of the Davy-Ashmore group, and is part of an order to build a 23m. fertiliser complex in Umm Said, Qatar. The plant will have a capacity of 990 tons of ammonia and 1,100 tons of urea fertiliser daily. It is expected to come into operation by mid-1972. Because of the problems of transporting the tower to the docks it was fabricated in three pieces and welded together in an adjacent berth.

BUSINESS IN BRIEF

Focal Displays of New Malden has won an order worth £30,000 to supply almost 15,000 modular display units for the Ford Motor Company—35 per cent. of the units will be used in EFTA markets and the remainder in the U.K.

The units will be used in accessory shops and showrooms to display the latest Ford Motorcraft accessories including fan belts, wiper blades, electrical spares, tune up kits, spark plugs and oil filters. This is the second major export order of this type won by

Targets chosen for trade push in Denmark

BY DAVID CURRY, EXPORTS EDITOR

PLANS for British consumer goods manufacturers' participation in the British trade drive in Denmark next year are nearing completion, according to the British National Export Council.

As a guide for manufacturers on the activities and arrangements being made for the promotion, BNEC Export Council for Europe, which is organising the event with the Department of Trade and Industry and the British Embassy in Copenhagen, is mailing a leaflet to 6,000 companies giving details of the products where there are promising opportunities for British suppliers.

The product groups selected after research by the British Embassy are: clothing; footwear; foodstuffs and beverages; cosmetics; hardware and household goods; carpets; sports goods; and leisure equipment and reproduction.

The leaflet also gives details of main buying groups and department stores and information about the British Household Exhibition to be staged in support of store promotions during May, 1972. This exhibition is being co-ordinated by the Department of Trade and Industry and will be held at the Forum exhibition site in Copenhagen. It will provide display facilities for manufacturers of a very broad range of consumer goods and consumer durables.

The British Trade Drive in Denmark, 1972, covers both consumer and capital goods. The promotion for consumer goods will take place throughout the Copenhagen area and in the provinces of Jutland and Fyn.

Denmark has the fifth highest

£7m. steel plant order

A CUMBERLAND company has received a £7m. order to supply steelmaking plant to South Africa. The equipment, for the continuous casting of steel, is being made by the Distington Engineering Company at Workington. It is the company's biggest order.

The two continuous casting machines will go into production at Newcastle Steel Works, South Africa, in 1973. Output from the machines will be nearly 1.5m. tons of steel a year.

Distington Engineering has already built three smaller plants in South Africa and is at present building continuous casting equipment worth another £7m. for the Lakenby Steel Works on Teesside.

U.S. market for British airline equipment

Financial Times Reporter

THE British National Export Council's United States Aerospace Committee is staging a presentation on September 2 of the findings of a market survey of U.S. airline and airport equipment.

The audio-visual presentation, to be held at the National Film Theatre, London, will coincide with the publication of a report on the survey compiled by Roy Blumenthal Associates.

The report highlights opportunities for British manufacturers in the supply of equipment to the U.S. air transport industry, which, in size and numbers of passengers carried, exceeds the combined total of all other Western countries. The authors estimate that one per cent. of the U.S. market is greater than the total British market.

Traffic control

Among areas noted for exploitation by British manufacturers are air traffic control and navigation aids, on which expenditure over the next 10 years is forecast at £100m. British manufacturers of airport lighting equipment, which complies with U.S. specifications, could also find an enormous market, the report maintains.

Other opportunities include: the supply of passenger loading bridges; baggage handling and retrieval systems; more efficient cargo handling equipment; purpose-made vehicles for towing aircraft, cargo containers, etc.; and larger types of crash, fire and rescue trucks for the Boeing 747 and new air buses. The report states that many airlines in the U.S. expect an explosion in spending following the current recession.

Copies of the report will be on sale from September 2 at £10 each from BNEC Publications, Dean Farrar Street, London SW1H 0DZ.

Aerospace in Italy

AN AGREEMENT has been signed between Delaney Gallay & Lindesay, a company—and Technologie Industriale SPA, of Milan, covering the sale in Italy of encapsulated insulation heat shields and blankets produced for aeronautical use by the British company's works at Biggleswade.

Technologie Industriale is the exclusive distributor in Italy of the aerospace products of Johns-Manville International Corporation, New York.

The British company commented: "This extensive coverage of the Italian aerospace industry is expected to lead to new export markets for the expertise of Delaney Gallay, which is already closely associated with Johns-Manville."

Frank speaking

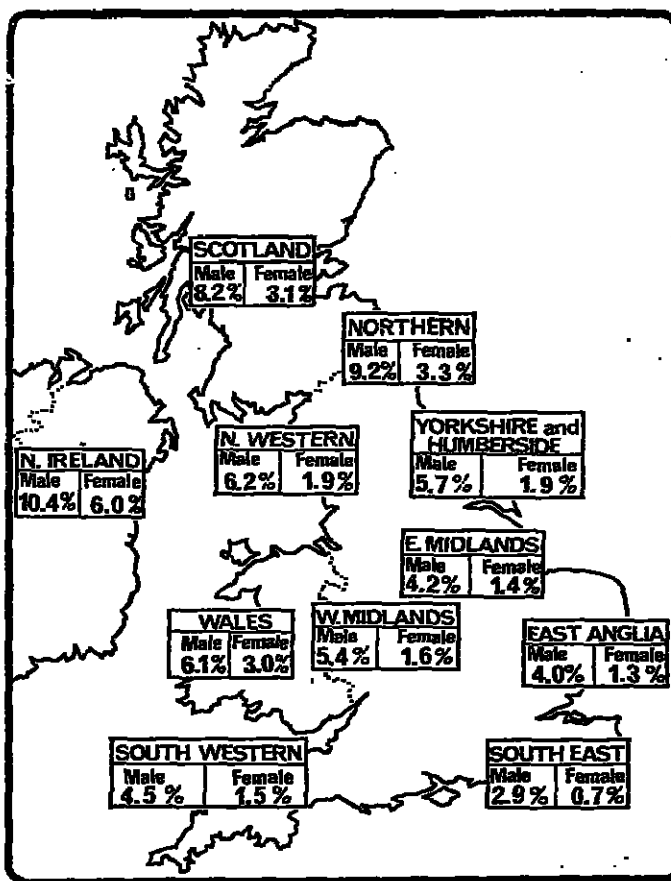
THE U.S. is now the second largest overseas philatelic market for the independent Guernsey Post Office. The president of the Post Office Board, Mr. Pepping, said yesterday: "We had a disappointing start getting sales off the ground in America, but now, after Germany, it is our largest overseas market."

He said that general sales to collectors and dealers were proceeding "pro rata" with previous periods when, for example, in the 15 months after postal independence (October 1, 1969) philatelic sales made profits of £400,000. The island's philatelic bureau now has 9,000 standing order customers.

The Board announced plans for its special stamp issues in 1972. In February the first set of four stamps depicting Channel Islands mail packets ships will be issued. A later set will include illustrations of British Rail's two present mail steamers, the Sarala and Caesarea.

May 24 is the issue date for the first set with a Guernsey wild flower scene and on October 25 a further set will show stained glass windows of local churches.

Four churches will be depicted on Guernsey's special Christmas issue this year which will be available from October 27.



The map shows the percentage of men and women workers unemployed in the various parts of the country in August. The national figures for Britain were: men 5 per cent.; women 1.6 per cent.

Fears revived of jobless total topping 1m.

BY OUR LABOUR CORRESPONDENT

THE latest unemployment figures of more than 900,000, combined with continuing reports of redundancies, revived union fears yesterday that the total would reach a million before there is any improvement.

Mr. Vic Feather, TUC general secretary, commented: "It's a dismal outlook for everybody and a depressing prospect for school leavers—and for university leavers, too, with unemployment on this scale, choosing a career is less than Hobson's choice for many young people. What they hope are frustrated the nation's future is damaged."

He said if the Government was not alarmed, it ought to be. None of the measures it had taken so far had been strong enough to check the rise in unemployment.

The Government should now be expanding the public works programme in a big way, and seriously considering TUC proposals for a new public investment agency and for extra public enterprise investment, leading the way to more investment in the private sector. "Rising prices and growing unemployment is a mixture which no people can be expected to stomach for very long," he added.

The figures are bound to provoke a storm at next month's TUC conference, for which there is already a spate of resolutions from unions expressing alarm at the level of unemployment and demanding more expansionist economic policies.

For the employers, Mr. John Whitehall, deputy director-general of the Confederation of British Industry, said he expected to see a levelling off in the figures taking place this winter. As the economy got going again, he hoped they would go down substantially. They were, he said, "perfectly wretched both in terms of human misery and the economic waste they mean."

Mr. Wedgwood Benn, Opposition spokesman for industry, described the figures as "appalling." "Unemployment has reached crisis proportions," he said.

This crisis will deepen over the winter, if redundancies coming everywhere are throwing more and more families into anxiety and hardship.

Reed Executive says that further substantial upward movements—possibly of 12 per cent. to 15 per cent. a year—should be expected. "Our recruitment experience recently indicates that companies are regularly hiring well over the upper quartile figures."

Under the plan, investors can place a lump sum (any multiple of £33 up to £1,000) in a special account from which monthly transfers will be made into a SAYE account. The Cheltenham and Gloucester will guarantee an interest rate of 31 per cent. (income-tax paid) on funds in these special accounts.

This means, for example, that an investment of £1,000 will provide £1,200 in total transfer to SAYE over five years at the rate of £20 a month (including the £40 saving at the end of the period the holding will be worth £1,440 and, after seven years, £1,880. Thus, after seven years, £1,050 will have become £1,650, an increase of £600 or 55 per cent.

THE Cheltenham and Gloucester Building Society is starting a SAYE-linked investment plan on September 1 which it says offers savings of up to £140.

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BEA call for rise in productivity

BY MICHAEL DONNE, AEROSPACE CORRESPONDENT

BRITISH European Airways must improve its productivity by 10 per cent. a year over the next three years, according to Mr. Henry Marking, chairman.

He tells staff in the latest issue of BEA News that the methods by which the airline aims to achieve this improvement included further cost reductions; an expansion of the airline's fleet; streamlining of working methods; and a freeze on staff numbers, although efforts will be made to avoid redundancies.

The question of any future redundancies would depend entirely upon how efficient the airline could become. The annual cost of each staff member, including earnings, pensions, National Insurance, accommodation and so on, was £2,000 so that a redundancy of only 400 could save £12m.

Mr. K. G. Wilkinson, managing director, commented that he was confident the 10 per cent. productivity improvement target could be met.

BEA will also take no definite decision on ordering new "airbus" type aircraft until satisfactory cost levels for 1972-73 can be forecasted on present cost levels. BEA could not operate such aircraft profitably.

The airline is to set up efficiency teams which will seek ways of reducing costs and improving revenues. "Our aim must be to achieve the first wave of improvements which will result in cost follow suit."

New York ban "could kill Aer Lingus"

BY MICHAEL DONNE, AEROSPACE CORRESPONDENT

THE THREAT by the U.S. to shut of any U.S. carrier," he said. "It Kennedy Airport, New York, to all flights by Aer Lingus, the Irish airline, could destroy the airline, £750,000 a year in profit at a time when our position is already manager, said in Dublin yesterday.

He was commenting following the announcement that the U.S. would ban Aer Lingus from New York in a year's time if the Irish airline could not withdraw its own prohibition on U.S. airlines landing at Dublin.

Mr. Dargan said that Pan American, Trans World and Sabena World already had access to two-thirds of the Irish market through Shannon, and wanted the remaining third as well. "Three airlines did not want to support those promises."

"Only last spring you heard and read about the tens of thousands who would be upset if Aer Lingus ceased to operate the London-Shannon-Dublin special connecting service."

"I have been monitoring the actual figures through the summer, and even though our competitors have known that this would be done this year, the average number for each flight of directly connecting Pan Am/TWA passengers combined is less than 100. So much for the thousands, but the promises are on again."

But, while the matter still had 12 months to run before the U.S. threat was to be implemented, Mr. Dargan hinted that the question whether the three U.S. airlines would be allowed to go on using Shannon "may also come up for consideration."

Entry to Dublin would have minimal effect on the profitability of the airline, he said.

Use of Shannon

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European News

Four-power talks on Berlin offer hope

BY MALCOLM RUTHERFORD

BONN, August 19.

THE Four-Power talks on Berlin have been adjourned until Monday following a record 14-hour session which lasted until 1 a.m. this morning. According to diplomatic sources, there is now a reasonable chance that agreement will be reached in the course of next week, if not on Monday itself.

The optimistic impression is borne out by the statement of the Four Power ambassadors who left the Berlin building where the talks take place, in the early hours of this morning. Though as laconic as ever, the ambassadors generally spoke of hard work and good progress. Asked about the question of a settlement, even the British Ambassador, Sir Roger Jackling, who has won the reputation of being the least communicative of the lot, went so far as to say: "The chances are always good."

There is still considerable doubt, however, as to what form a settlement will take. The most likely course is that the Ambassadors will agree to initial a draft settlement which will then, without publication, be referred back to the respective Governments for final review. Diplomatic sources say that this review process could take several weeks.

It is understood that the draft settlement is now very nearly complete, but that some final consultations are still needed with the two German States. Mr. Abbramson, the Soviet Ambassador to East Berlin, is expected to have talks with the top East German leadership before the Monday meeting, and the three Western Allies will be consulting with the Government in Bonn.

Reuter reports from Washington: The State Department spokesman said today there were

still unresolved issues in the Four talks on Berlin, but he did not rule out the possibility of an ambassadorial-level agreement on Monday when the talks resumed.

Commenting on reports that the ambassadors were near their work on Monday, spokesman Mr. Robert McCloskey said progress had been made as a result of the recent intensified pace of the negotiations in Berlin.

Reuter adds from West Berlin: Soviet Foreign Minister Andrei Gromyko has had political talks in East Berlin in recent days, the East German official news agency disclosed today. The agency report was the first mention that Mr. Gromyko had arrived in the city. It did not state when he arrived or whether he is still spokesman said today there were

Romania's emergency meeting

VIENNA, August 19.

ROMANIA today suddenly summoned a joint meeting of the Communist Party Central Committee, the State Council and the Government following a meeting yesterday between the Soviet Ambassador in Bucharest and the Romanian leader Mr. Nicolae Ceausescu.

The Romanian Agerpress agency tonight said the rare mid-summer meeting of Romania's three highest councils discussed two questions which Western observers said had inflamed relations between Bucharest and Moscow. In recent weeks, Romania's independent attitude towards Comecon and its attitude towards China, which has created major and growing misgivings in Moscow.

Yesterday's meeting between Soviet Ambassador Mr. V. I. Drozdov and President Ceausescu was held in a rare mid-summer meeting of Romania's three highest councils discussed two questions which Western observers said had inflamed relations between Bucharest and Moscow. In recent weeks, Romania's independent attitude towards Comecon and its attitude towards China, which has created major and growing misgivings in Moscow.

Western observers could not recall a similar meeting of Romania's three top bodies in the mid-summer holiday season in

recent years and said it must be regarded as an emergency debate over Romania's deteriorating relations with Moscow.

Tonight's Bucharest communiqué said the three-body session had approved the stand taken at the Comecon meeting in Bucharest on July 27-29. This was not normal procedure and indicated that a major challenge had been lodged, presumably by the Soviet Union, against Romania's interpretation of achievements at the meeting.

observers said. Romanian reports afterwards made it clear that President Ceausescu and his associates, including Premier Ion Gheorghe Maurer, had again rejected Soviet pressures for economic integration. Romania had reasserted its principles of non-interference, sovereignty and equal rights and had further insisted upon each country's economic base being developed up to the highest level.

Sweden, Britain top of league for TV sets

BONN, August 19.

BY MALCOLM RUTHERFORD

BRITAIN is still a more affluent society than West Germany, and is surpassed in Europe only by Sweden, if the criterion applied is the number of television sets per head of population. But at the top end of the league Denmark is making the most rapid advances.

According to figures printed by the German Federation of Radio and Television Industries, Sweden is in first place with 31.04 sets per 100 inhabitants at the end of 1970. Britain is

second with 29.50, while Denmark has replaced Germany as number three with 27.55. Germany has 26.93, and a rather surprising fifth is Gibraltar with 25.40. France is comparatively well down the league with only 21.11.

The German television industry, however, continues to advance at home, while losing out on exports because of the revaluation of the D-Mark and the devaluation of the French franc.

INVESTMENT TRUST COMPANIES

The information in the columns below is supplied by the companies named, which are members of The Association of Investment Trust Companies. The figures, which are in new pence except where otherwise stated, are unaudited.

(1) Total Assets less current liabilities	(2) Company	(3) Shares or Stock	(4) Date of Valuation	(5) Annual Dividend	(6) Net Asset Value after deducting prior charges	(7) at market value	(8) 25% of dollar premium
(1) £million	(2)	(3)	(4)	(5) New pence except where f stated (see note d)	(6)	(7)	(8)
11.6	VALUATION MONTHLY	Ordinary 25p	15/7/71	4.5	204	216	2
121.7	Alliance Investment	Ordinary 25p	30/7/71	5.825	221	230	4
38.9	American Trust	Ord. & "B" Ord. 25p	30/7/71	7.75	221	230	4
18.7	Capital & National Trust	Ord. & "B" Ord. 25p	30/7/71	18.25	117	116	1
9.2	Claverhouse Investment Trust	Ordinary 50p	30/7/71	3.0	87	82	1
70.7	Edinburgh Investment Trust	Deferred 25p	30/7/71	6.5	217	231	11
34.0	First Scottish American Trust	Ordinary 25p	30/7/71	2.75	135	123	2
122.6	Foreign & Colonial Inv. Trust	Conv. Loan 1988/93	31/7/71	15.00	114.00	119.90	22.50
59.6	Great Northern Investment Trust	Ordinary 25p	30/7/71	3.625	118	120	1
51.7	Guardian Investment Trust	Ordinary 25p	30/7/71	2.0	88	84	1
118.3	Industrial & General Trust	Ordinary 25p	30/7/71	4.25	147	152	1
61.0	Investment Trust Corporation	Ordinary 25p	30/7/71	5.0	187	193	3
59.6	Investors' Mortgage Securities	Ordinary 25p	30/7/71	2.3	78	81	1
25.3	London & Holyrood Trust	Ordinary 25p	30/7/71	5.25	203	213	2
17.8	London & Montrose Inv. Trust	Ordinary 25p	30/7/71	2.0	63	70	2
31.5	London & Provincial Trust	Ordinary 25p	30/7/71	4.875	180	188	2
2.5	Merton Park Investment	Ordinary 25p	30/7/71	4.0	163	166	1
48.1	Metropolitan Trust	Ordinary 25p	30/7/71	3.875	150	155	2
38.0	Northern American Trust	Ordinary 25p	30/7/71	2.75	98	103	2
57.7	Scottish American Investment	Ordinary 30p	31/7/71	3.5	138	144	2
45.7	Scottish Northern Inv. Trust	Ordinary 25p	30/7/71	3.0	117	120	2
37.2	Scottish United Investors	Ordinary 25p	31/7/71	2.3	97	103	2
39.8	Second Alliance Trust	Ordinary 25p	30/7/71	5.0	188	197	3
45.3	Securities Trust of Scotland	Ordinary 25p	30/7/71	6.0	177	185	1
24.2	St. James' Place	Ordinary 25p	30/7/71	2.25	101	108	1
50.2	United British Securities	Ordinary 25p	30/7/71	5.625	204	207	2
93.3	Baillie Gifford & Co.	Ordinary 25p	30/7/71	3.0	124	127	2
71.8	Scottish Mortgage & Trust	Ordinary 25p	30/7/71	3.0	131	135	2
46.4	Edinburgh & Dundee Investment	Ordinary 25p	30/7/71	4.5	188	192	3
12.7	Monks Investment Trust	Ordinary 25p	30/7/71	4.5	225	236	3
51.3	Wetherburn Trust	Ordinary 25p	30/7/71	3.5	143	149	1
11.7	Graham, Rintoul & Co. Glasgow	Ordinary 25p	30/7/71	3.75	144	151	1
12.3	G.T. Management Ltd.	Ordinary 25p	31/7/71	0.875	63	63	1
4.7	Serv. Trust & Co.	Conv. Loan 1983	31/7/71	5.25	191.47	192.47	11.17
37.8	Northern Securities Trust	Ordinary 25p	31/7/71	3.25	116	123	1
18.0	Hambros Inv. Management Services	Ordinary 25p	30/7/71	5.75	135	148	1
7.6	Bishopsgate Trust	Ordinary 25p	30/7/71	3.0	108	107	2
3.6	Helic & General Trust	Ordinary Stock £1	30/7/71	17.0	702	810	8
8.4	City of Oxford Investment Trust	Ordinary 25p	30/7/71	1.875p	73	77	1
1.9	Reedemond Investment Trust	Capital Shares 25p	30/7/71	1.80	180	180	1
86.7	Michell & General Inv.	"A" & "B" Ord. 20p	27/7/71	1.5	40	40	1
30.6	Ivory & Sims	Ordinary 25p	31/7/71	1.45	76	82	1
26.9	British Assets Trust	Ordinary 25p	31/7/71	5.083	228	242	3
1.5	Second British Assets Trust	Ordinary 25p	31/7/71	0.625	77	85	2
32.8	Leopold Joseph & Sons Ltd.	Income 25p	31/7/71	3.125	40	40	1
53.5	Angle-Welsh Investment Trust	Capital 25p	31/7/71	1.75	67	66	1
3.8	Do. Do.	Ordinary 50p	7/6/71	2.375	82	87	1
37.8	Murray Johnstone & Co.	Ord. & "B" Ord. 25p	30/7/71	1.5	78	82	1
53.5	Caledonian Trust	Ord. & "B" Ord. 25p	30/7/71	1.625	77	81	1
3.8	Glenmurray Investment Trust	Ord. & "B" Ord. 25p	30/7/71	1.5625	60	60	1
17.6	Scottish Western Investment	Ord. & "B" Ord. 25p	30/7/71	2.1875	65	100	1
37.8	Second Great Northern Inv. Trust	Ord. & "B" Ord. 25p	30/7/71	1.9	87	90	1
17.0	Schroder Wisag Group	Ordinary 25p	31/7/71	3.5	139	148	2
21.9	Ashtown Investment	Conv. Loan 1988/93	31/7/71	5.75	197.50	198.50	11.40
37.8	Broadstone Investment	Ordinary 20p	31/7/71	3.3	136	148	2
31.8	Conestable & Industrial Trust	Conv. Loan 1988/93	31/7/71	5.40	198.60	197.40	11.40
10.6	Trans-Oceanic Trust	Ordinary 25p	31/7/71	4.12	151	159	2
64.5	Do. Do.	Conv. Loan 1988/93	31/7/71	5.40	198	197	1
27.2	Westpool Investment	Shares 25p	31/7/71	2.75	108	111	2
10.1	Do. Do.	Conv. Loan 1988/94	31/7/71	5.00	203.90	200.40	11.70
64.5	Touche, Bennett & Co.	Ordinary 25p	30/7/71	3.0	162	170	1
27.2	Bankers' Investment Trust	Ordinary 25p	30/7/71	3.875	139	138	1
10.3	C.I.R.P. Investment Trust	Ordinary 25p	30/7/71	2.625	130	137	1
15.1	Cedar Investment Trust	Ordinary 25p	30/7/71	3.375	139	144	1
32.3	City of London Brewery	Deferred 25p	30/7/71	3.75	124	131	1
13.8	Continental United Trust	Ordinary 25p	30/7/71	1.11	111	111	1
28.6	International Investment Trust	Ordinary 25p	30/7/71	2.495	155	162	1
37.4	Sphere Investment Trust	Ordinary 25p	30/7/71	2.3	111	117	1
38.6	Standard Trust	Ordinary 25p	30/7/71	4.25	132	161	1
66.9	VALUATION THREE-MONTHLY	Ordinary 25p	15/7/71	2.375	101	107	3
16.6	Anglo American Securities	Conv. Loan 1988	15/7/71	5.40	191.00	197.50	22.50
13.8	Cherhouse Investment Trust	Ordinary 25p	30/7/71	2.75ac	125ac	130ac	1ac
6.0	Electronic Trust	Ord. & "B" Ord. 25p	30/7/71	2.375	102	103	1
9.1	Ever Ready Trust	Ordinary 25p	31/7/71	5.25	171	177	1
41.9	Grange Trust	Ordinary Stock 25p	31/7/71	3.75	154	163	1
5.0	London Scottish American	Ordinary Stock 25p	30/7/71	3.75	132	139	2
22.1	London Trust & Inv. Trust	Ordinary 25p	30/6/71	8.125	281	294	2
65.9	Oil & Associated Inv. Trust	Ordinary 25p	30/6/71	3.5	139	148	2
6.9	Do. Do.	Conv. Loan 1988/93	30/6/71	5.25	192.75	192.00	11.0
42.9	Pentland Investment Trust	Ordinary 25p	30/6/71	3.0	110	116	1
17.0	Scottish Eastern Inv. Trust	Ordinary 25p	31/7/71	3.25	131	137	2
6.9	Second London Scot. Am. Trust	Ordinary Stock 25p	30/7/71	4.75	163	172	2
42.9	Technology Investments	Ord. & "B" Ord. 25p	30/7/71	1.125	65	65	1
3.8	United States Debenture Cpn	Ordinary Stock 25p	30/7/71	2.625	91	94	1
10.1	Do. Do.	Conv. Loan 1974/93	30/7/71	5.00	191.80	193.28	11.60
7.7	City Financial Administration Ltd.	Capital 1p	8/8/71	-	55	55	1
17.0	Acorn Securities	Ordinary 25p	2/8/71	3.75	131	136	2
13.7	General Funds Investment	Conv. Ord. 10p	2/8/71	-	94	96	1
1	Do. Do.	Ordinary 25p	8/8/71	1.75	105	110	2
53.6	Investing in Stocks & Equities	Ordinary 25p	30/8/71	5.125	167	177	1
7.6	General Investors Group	Deferred 25p	30/8/71	4.75	180	171	1
46.6	Cardinal Investment Trust	Ord. & Conv. Ord. 25p	30/8/71	1	1	1	1
23.4	City & Gracechurch Inv. Trust	Ordinary 50p	30/8/71	5.5	270	288	3
43.6	John Gower & Co. Ltd.	Ordinary 25p	31/7/71	4.125	335	378	8
7.1	Border & Stm. Stockholders Trust	Ordinary 25p	30/8/71	3.625	177	183	3
99.9	General Stockholders Inv. Trust	Conv. Loan 1973/98	30/8/71	5.40	191.00	192.40	11.40
17.0	Lake View Inv. Trust	Ordinary 25p	30/8/71	1.8	135	141	1
4.4	Do. Do.	Ordinary 25p	31/7/71	3.5	139	148	2
4.1	London & Aberdeen Inv. Trust	Ordinary 25p	30/8/71	0.875	47	48	1
3.6	Stockholders Inv. Trust	Ordinary 25p	30/8/71	1.75	89	96	1
14.3	Henderson Administration Ltd.	Ordinary 25p	31/5/71	1.25	62	69	2
7.6	Witan Investment	Ordinary 25p	30/8/71	1.125	100	100	2
16.3	Electric & General Investment	Ordinary 25p	31/5/71	1.2	83	88	1
93.3	Greenfriar Investments	Ordinary 25p	30/8/71	1.5125	45	45	1
3.0	Mendip Investment	Ordinary 25p	31/5/71	2.44	84	90	1
27.0	Lowland Investment	Conv. Loan 1988/94	31/5/71	5.45	194.70	196.10	11.10
2.4	Phil Hill Investment Trust	Ordinary 25p	30/8/71	2.25	73	78	1
28.1	Do. Do.	Conv. Loan 1989/94	30/8/71	5.625	198.50	199.50	11.40
2.4	Moorgate Investment Co.	Ordinary 25p	31/5/71	2.0	55	57	1
28.1	Nineteen Twenty-Eight Inv. Trust	Ordinary 25p	31/5/71	5.125	189	198	3
2.4	Kleinwort Benson Ltd.	Ordinary 25p	31/7/71	1.25	50	57	1
28.1	English & New York Trust	Ordinary 25p	30/8/71	2.375	93	88	2

Notes—
(a) Cols. 1, 6, 7 Quoted investments are valued at mid-market prices; unquoted at directors' valuation; both include 100 per cent. of any investment dollar premium.
(b) Cols. 1, 6, 7 All revenue account items are excluded.
(c) Cols. 1, 6, 7 No account has been taken of any liability in respect of taxable gains which might arise on future disposal of investments.
(d) Cols. 5-8 Amounts are per share/stock unit or per £100 Convertible Loan Stock. Column 5 precisely stated; columns 6-8 to nearest 1p per share and 10p per £100 Convertible Loan Stock.
(e) Col. 5 Dividend is last declared gross annual dividend or firm forecast.
(f) Cols. 6-7 Prior Charges are deemed to include preference share capital.
(g) Cols. 6-8 Convertible Loan Stocks are treated as if converted at the rate for the next conversion date, and not as prior charges.

A booklet, "Investing in Investment Trust Companies", Companies, 7, Angel Court,



is available from the Association of Investment Trust Companies, 7, Angel Court, E.C.2.

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Singer & Friedlander Ltd. announce that the second annual instalment of bonds to a nominal value of \$550,000 has been purchased for redemption on 1st September, 1971. No drawing will therefore take place.
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THE AMERICAN financial community sets down to study the implications of Mr. William McChesney Martin's report on the American securities markets. The Paris Bourse in more discreet fashion is also studying over a series of suggestions to revise its rules and enhance its domestic significance.

It is nearly a month since Wilfrid Baumgartner, former governor of the Banque de France, former Minister of Finance and current chairman of the Commission des Opérations de Bourse, the watchdog body set up to protect the public interest.

Nor are smaller investors likely to forget the nationalisations of 1946 of the three big clearing banks, the Banque de France and the three large insurance companies—a move which wiped out about one-third of the total value of quoted shares. It is not perhaps surprising that the proportion of individuals owning share portfolios in France is lower than in comparable industrial countries, while the average age (58) is high.

On the positive side, there has been a rapid growth in the past six or seven years of *Sociétés d'Investissement à Capital Variable*, or SICAVs, the closest French equivalents to mutual funds. These now control a total of over Fr.1

Other Overseas News

Afghanistan faces famine

By Our Foreign Staff

AFGHANISTAN, which has a population of 16m., faces widespread famine caused by drought if emergency supplies of grain from "friendly countries and international organisations" are not flown into the country very soon, according to a statement just published by the Foreign Minister, Mr. Mohammad Mousa Shafiq.

Mr. Shafiq's statement adds that the country has been virtually without rain since 1969, and also faces the loss of up to 70 per cent. of its livestock—a major hard currency earner, as well as the provider of meat for most of the country's population. In addition, the country has been falling short of self-sufficiency in wheat production by about 300,000 tons in the last two years. An Afghan Embassy official said in London last night the country had now reached a stage where, economically, it could no longer "go it alone." The situation, he said, was now "catastrophic" and it was to be hoped that some help, perhaps through United Nations organisations, would be forthcoming.

The Foreign Minister added in his statement that "every conceivable source of livestock feed" was being mobilised by the Afghan Government, and that the flow of water and food was organised as effectively as possible.

Mr. Shafiq said that wheat was running out even though it was selling at three times the 1968 price. Sheep were being sold off at "a tiny fraction" of their normal market price in order to get essential foodstuffs.

Australian Reserve Bank challenges basis of Budget

BY MICHAEL SOUTHERN, AUSTRALIA EDITOR

SYDNEY, August 19.

THE WHOLE basis of Australia's Budget introduced on Tuesday by the Treasurer, Mr. Billy Snedden, has been challenged by the Australian Reserve Bank in its annual report. The bank says that it is hard to attribute the recent acceleration in the country to excess demand pressure.

Introducing his deflationary package, Mr. Snedden quoted a rise in retail sales of 12 per cent. in the second half of last year as the basis for his theory that consumer spending was rising and causing inflation. The theme of excessive consumer spending as the cause of Australia's inflation ran throughout his speech on Tuesday.

According to the Reserve Bank report the growth in total spending had tended to ease in 1970-1971 to a rate slightly below that

of potential supplies. This was reflected in an easing in the labour market as indicated by the decline of job vacancies. In a greater degree of competition for real terms, consumer spending had increased by only a little over 3 per cent. and outlays on the dwellings fell as did the rate of commencements of new dwellings.

The rate of increase of spending did not accelerate during the second half of the year as might have been feared and, over this period, appeared to be slightly below the rate of growth in capacity to produce, it said.

The Bank said that the recent impression, both in Australia and abroad, was of rates of inflation a little higher than might have been expected on the basis of past relationships between levels of activity and changes in prices.

The Bank says that an increase in the degree of competition among domestic producers and in a greater degree of competition from abroad could help ease inflation. Some liberalisation of the tariff policy could ease the task of restraining price increases.

Reuter writes from Canberra: Australian Prime Minister William McMahon tonight announced the return to the Cabinet of Mr. Malcolm Fraser, whose resignation as Defence Minister in March led to the replacement of Mr. John Gorton by Mr. McMahon.

Mr. Fraser, aged 41, takes over as Minister for Education and Science from Mr. David Fairbairn, who had held two portfolios since he was appointed to succeed Mr. Gorton in the defence post last week.

Heykal urges Arab action

BY OUR OWN CORRESPONDENT

CAIRO, August 19.

THE Federation of Arab States, whose leaders are now meeting in Damascus, should break the present tension in the Middle East with a "calculated explosion," Mohamed Hassanein Heykal, Al-Ahram's chief editor and close associate of President Sadat, says in his Friday column.

He warns the Arabs against any illusions of a sweeping victory over Israel but argues that Israel must be made to suffer heavy losses and damage, so that she will finally realise that she cannot have peace on her own terms. In an unusually aggressive style, Heykal says that the present state of controlled tension in the Middle East must be ended, because it harms Arab interests. He urges the Egyptian, Syrian and Libyan leaders meeting in Damascus to work out a long-term strategy for war.

Admitting that the Arabs are at present more divided than ever, Heykal says the three confederated states should form an Arab action group of all those countries ready to contribute to the battle against Israel because "a military clash with Israel is inevitable—there is no alternative." Plans for this clash, Heykal says, should also include the Marxist-controlled state of South Yemen, because of its geographical position it controls the gateway to the Red Sea.

Preparations should include the removal of the cloud over Arab relations with the Soviet Union, caused by the coup in the Sudan and the subsequent deterioration in relations between Moscow and Khartoum. Heykal also proposes that the three confederated states should draw closer to Peking and consolidate relations with France, Cyprus and Malta.

This is the second time this week that an official or semi-official Egyptian voice has acknowledged the Arab interest in Malta. In an interview with Al-Ahram's economic review on Monday, Mustafa Kemal Mourtega, Egypt's ambassador to Italy, said the Arab states planned to counter Israeli influence in Malta and to improve economic links with the island.

Meanwhile according to informed sources here President Sadat will leave the three heads-of-state meeting at Damascus this evening to fly to Jeddah for urgent talks with King Feisal of Saudi Arabia. According to informed sources here, the talks will deal with the Jordanian-Syrian crisis and the failure of the Egyptian-Saudi mission to mediate between Jordan and the Palestine resistance.

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MOROCCO

Hassan adopts lower profile

BY OUR RABAT CORRESPONDENT

ON THE surface it is hard to believe that anything has really changed in the wake of the abortive coup d'état which shook Morocco last month. Nearly six weeks have now passed since a group of Army officers, comprising some of the country's most distinguished generals, failed to gain power. For a time afterwards it seemed that King Hassan might make some fundamental changes in his style of government—as he himself promised. Indeed, it even seemed that by a strange irony the King might implement some of the reforms the dissident general wanted to implement.

However, the King has just announced a new Cabinet and there is nothing to suggest a significant departure. The new Cabinet in theory takes over the additional authority of the former Royal Cabinet which previously acted in an advisory capacity but often had more weight than the Ministerial Cabinet which acted more as a technical body. Of the new Ministers, ten were in the old Cabinet and five in the same positions—and only five are new faces.

Made a name

Yet if the faces are much the same, the King has obviously taken the opportunity to rid himself of some dead wood. Ignoring to a lesser extent the need to play off rivalries and favours, King Hassan has pruned the number of Ministers from 29 to 15. In addition, the new Premier, M. Mohammed Karim Lamrani, is a much more energetic and forceful personality than his predecessor, M. Ahmed Laraki.

M. Lamrani is 52, a successful banker, and made a name for himself as president of the Moroccan subsidiary of Credit Lyonnais and then as director-general of the phosphate mining and marketing monopoly, Office Chérifien des Phosphates. He was appointed Minister of Finance last April, and negotiated the new agreements on aid and finance with M. Valéry Giscard d'Estaing, his French colleague. A bear-like man, with bushy eyebrows and a booming voice, M. Lamrani is definitely an establishment type but with a rather brusque and expansive manner, quite unlike any

Premier Morocco has had since independence in 1956. His personality fits in well with the King's designs. The monarch said there would be no change in policies, either domestic or foreign, only a change in style of government. The new Premier is certainly not a man in charge obviously because he believes it needs a very firm hand.

The new Government has been given 18 months to carry out a series of reforms in the administration, justice, education and the economy. To accomplish its

task, the King has given it his executive powers which were hitherto held by the Directorate general of the Royal Cabinet. Mr. Lamrani is therefore personally responsible for his performance to the King and to Parliament. This suggests that the monarch may adopt a lower profile, only using his power when he deems it necessary.

As Minister of the Interior, General Oufkir controlled a huge bureaucracy responsible for the appointment of thousands of local officials (provincial governors, pashas, kaid, sheikhs) all of them representatives of the central authority, that is the King. He also controlled the police and the auxiliary forces, made up mainly of veteran soldiers ostensibly used for guard duties but frequently employed as a ruthless riot squad.

Needless to say this Ministry is a fountain of patronage and influence dispensing rewards to create a widespread "clientele" supporting the throne, and also serving as a very effective instrument of repression by breaking up demonstrations, prosecuting party militants, student and labour leaders, seizing newspapers, and organising "spontaneous" demonstrations of support whenever it is thought that enthusiasm is flagging.

The Army

During his term of office, a long one by Moroccan standards, General Oufkir successfully emasculated radical Opposition elements, tamed the labour unions, and kept militant students on a very tight rein. After the July 10 coup he was given the job of restoring order, which he did with customary efficiency. While ten high-ranking army officers were executed for leading the coup, at least 150 of their troops were killed in the fighting and "over 900" rounded up, according to official figures. This leaves about 300 unaccounted for out of the total force of 1,400.

Although the authorities have proclaimed incessantly since the coup that the Army is entirely loyal, except for the tiny fraction of dissidents now said to have been eliminated, it would appear that this is not absolutely true. In 1969, General Oufkir in control of it would not make much political sense. Also since the coup, certain stories of dissidence in the Army last year have emerged.

The King has not a trusted man in charge obviously because he believes it needs a very firm hand.

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Do not count

Such reforms coincide with the demands of the political parties, notably the old Istiqlal Party and the social Union Nationale des Forces Populaires (UNFP). It seems to be identical to the generally attributed by political observers here to the leaders of the military coup, apparently corroborated by the fact that the reforms have come out of the coup (post hoc ergo propter hoc).

But if it is generally considered that the appointment of a strong personality like Lamrani to carry out the reforms will obtain the adhesion of the Army, the opposite is the case with the political parties and for much the same reason. Government was formed by the Istiqlal and the UNFP a demerit in a joint communiqué. They said Morocco did not need a new Government but new Constitution and new legislative elections, claiming the present Constitution "institutionalises" absolute power that last summer's referendum and parliamentary elections were "rigged". Their reaction indicated that the King had consulted them—or indeed as one else. Thus by imposing a choice on the nation, he is clearly believes his own prestige is still great, and it may have not learned all the lessons he might from the abortive coup.

But if corruption and the abuse of power was one of the principal reasons behind the July

10 coup, other more fundamental problems will have to be tackled to ensure stability. With the 16m. population under and 1.5m. receiving some half-educated Moroccans is created. The current Five Year Plan can create no more than 300,000 jobs and can only do so at the problem which is amplified by Casablanca where families have come from areas in their thousands in hope of employment. They found virtually none.

There are now promises wider distribution of wealth for one of the striking fact about Morocco's recent progress is the way it has touched more than 15 per cent. of population. The modern sector of the economy has been preserved of the French and a few wealthy Moroccan families. It seems likely that the modernisation process will speed up and a loosening of the grip of the 90,000 Arab French community. This is needed in the agricultural sector where the French still control a third of the best land and where land has been distributed in portions to a limited number of officials and Army officers, while the peasantry have been neglected.

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Output rises but the exports are sagging

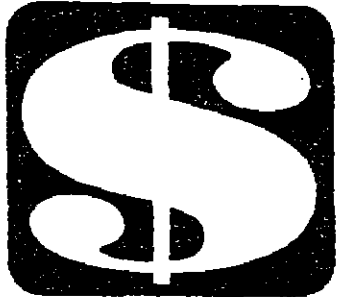
Mastic in warehouse flooring

areas of 1,000 square yards or more. It can be used for surfacing green concrete, or for resurfacing spalled or deteriorating floors. The floor will take light traffic in 24 hours and heavy traffic in 72 hours. The natural colour is grey, but decorative finishes can be applied. Installation speed averages 100 to 150 square yards per team per day. The product is for industrial and warehouse floors, not subject to point loading.

Polymer rubber soles

HARD thermoplastic rubber compounds, designed particularly for the manufacture of injection-moulded microcellular soles for

[illegible]



Reactions to U.S. economic measures

Connally says—no plans to exempt RB-211

BY GUY DE JONQUIERES

THE Rolls-Royce RB-211 engines, hung on a knife-edge while Mr. Frederick Corfield, is understood to have been given notice of the U.S. Government's position earlier yesterday, and he is now considering it.

Higher price

Mr. Connally was the Government's chief mediator in Lockheed's recent loan guarantee struggle and a major architect of President Nixon's new economic package.

A Lockheed headquarters in California, it was indicated the decision would raise the price of a "ship set" of three engines for each TriStar to around \$3.3m. The total extra engine cost for the 178 TriStars on order and option will work out at something approaching \$60m-\$70m.

While Lockheed executives said that they would take no action immediately, it would appear that the company is in for too shaky a condition to bear the extra cost, and that it will seek to pass it on to its airline customers in the form of a higher price for the TriStar.

It remains to be seen how this will be received by the airlines, which have already seen the aircraft price rise before and have lived through several months during which Lockheed's future

WASHINGTON, August 19.

Lockheed has been holding a series of meetings with the airlines to finalise their L-1011 contracts, following the passage of the guarantee legislation some two weeks ago. However, the company officials would not say whether any new meetings would take place, these meetings have been on an individual basis, and it is not known whether the company will call a full, multi-lateral meeting of all the airlines if the surcharge is not exempted.

The Administration's problem was that it would be extremely difficult to grant an exemption without thereby also penalising other aerospace companies. An exemption for Lockheed would have been especially damaging for McDonnell Douglas, which is building a direct competitor of the L-1011. The DC-10 wing sections are manufactured in Canada, and are therefore subject to the surcharge. A Congressional investigation found that the DC-10 wings account for 15 per cent of the aircraft's total cost, while the RB-211 engines account for a similar proportion—17 per cent—of the cost of the L-1011.

Deadline

One aspect of the matter that is of particular concern to the U.K. is whether or not in the light of the uncertainty over the price of the engine in the last week, Lockheed can complete all its contractual negotiations with banks and airlines in time to meet the already-extended deadline of August 24 set by the U.K. Government.

The view prevailing is that this is now seriously in doubt, and it would not surprise many in aviation circles to find that this deadline is extended once again, either to the end of the month or to the end of September, in order to give Lockheed more time to resolve outstanding contractual problems.

U.K. reaction

Michael Donne writes: The reaction in Whitehall was calm yesterday to the news that the RB-211 engine will now have to bear the U.S. 10 per cent import surcharge.

The Minister for Aerospace,

Japan stops speculative selling

BY AL CULLISON

ANGRY Finance Ministry officials intervened in the Tokyo foreign exchange market today when it became apparent that some of the big Japanese banks were off-loading dollars hastily from six-month forward buying. Although the figure was not really impressive, it came as a shock that some of Tokyo's most prominent banking institutions were not playing the game.

Central Bank authorities lost no time in calling on the guilty banks to stop all forward purchases of dollars and to re-enter the market immediately and buy back all yen involved in specifically speculative deals. The major foreign exchange banks were then ordered, early in the afternoon, to suspend all spot transactions in dollars to avoid actual speculative selling.

Officials of the Bank of Japan also decided to draw bills for sale on the domestic money market as a method of siphoning off surplus liquidity caused by massive dollar sales. Both decisions resulted from an emergency session of the central bank's policy board.

Japan follows a foreign-exchange holding restriction system under which the Central Bank purchases all foreign currency with yen and places the imported currencies in the foreign-exchange fund special account.

Finance Ministry authorities agreed in consultations with the central bank that Eurodollar funds also were causing some

TOKYO, August 19.

of the problems. Later in the day an unusual order was issued by the Ministry that all foreign exchange banks should not take in Eurodollars beyond the amount held as of Wednesday.

According to Finance Ministry sources, it is problematical whether the foreign exchange market will open tomorrow.

Japan was today expecting Mr. Paul Volcker, the U.S. Under-Secretary of the Treasury, to come to Tokyo for talks next week, and observers said the Government would be disappointed to say the least, at the Treasury's denial of the Volcker trip and the State Department's statement that no decision on sending a U.S. official to Japan had been made.

At this time the Japanese appear to be swinging to the belief that it would be preferable to revise the yen upwards than to put up with the direct handicap of the surcharge. The major concern here is whether Japan will be pressed to choose between a large upward yen revaluation or an extension of the American surcharge.

Swiss Government waits for firm lead from Brussels

BY OUR OWN CORRESPONDENT

THE SWISS National Bank stayed out of the foreign exchange market again today and according to a Zurich spokesman, is "very unlikely" to resume operations tomorrow. Unofficial trading continued, however, on the part of the commercial banks, the dollar remaining at just below the SFR 4 mark. The gold price improved slightly to SFR43.30/43.50.

The Swiss Government continues to keep its own counsel on the current monetary crisis, both the Cabinet and the National Bank having in the past days made it abundantly clear that Switzerland will wait for the decision of the Common Market countries as to future European steps in the monetary sector.

The Cabinet is, it says, "standing by" to review the situation as soon as there is any new development. Both Bern and the business world attach the greatest importance to solidarity of policies within the EEC on this point, and it seems likely that Switzerland will try to go along with any multilateral decision taken. The provisional acceptance of a split rate for the dollar would seem to many here to be the lesser evil—indeed, the existing situation of banks and bureaux de

ZURICH, August 19.

pean currency float would doubtless be much more unpopular. Particularly the exporting interests and their influential trade associations would protest at what could well become an aggravation of the effects of May's revaluation and the U.S. 10 per cent import duty. Overall Swiss economic thought has in any case always supported optimum stability in the foreign-exchange field, and floating is considered by most to be advantageous only in very specific regional cases.

French dollar inflow

PARIS, August 19.

THE BANK of France disclosed today that more than \$1,000m. worth of dollars had been flowing into France's official treasury in the three weeks before President Nixon announced his new economic measures and the Paris money markets were closed to halt the inflow.

The Bank's weekly statement, made public today, showed that France's official currency reserves grew during the week ending August 12 by the equivalent of Frs.535,191,358.21 (\$40,344,793) despite France's

August 9 repayment of a \$908m. debt to the International Monetary Fund from her currency reserves, and orders that went down to commercial banks in France on August 4 that they should not accept foreign currency from travellers. The Paris money markets were closed to halt the inflow.

On the banking week which ended on August 5, France's official reserves grew by the equivalent of Frs.1,098,504,920 (\$83,091,251) even faster than during the previous week when French reserves grew by the equivalent of Frs.997,353,347 (\$75,557,450).

The conversion rates were unchanged from the previous day. They were: Midland Bank, Barclays and Lloyds, travellers' cheques \$2.52, notes \$2.55; National Westminster, travellers' cheques \$2.52, notes \$2.55; Thomas Cook, travellers' cheques \$2.52, notes \$2.55; American Express, travellers' cheques \$2.52, notes \$2.60.

An official at Cook's said the company had "taken a pasting" and lost £1,500 by accepting dollars at the old rate on Saturday morning.

Why the dollar tourists will keep on coming

BY ARTHUR SANDLES

IT IS very tempting to have a wry smile about the blue-rinsed ladies from Arkansas and the troubles they have been experiencing with their dollar bills and travellers' cheques over the past few days. "Sorry darling," said the man at his stand in the Shepherd's Market, Mayfair. "I can't take your dollars... got any of those Japanese yen?" The passers-by grinned and the American tourist was somewhat embarrassed. See how the mighty are fallen.

But the crude facts are that Britain cannot afford to laugh too loudly or too long about the plight of these annual summer invaders. Americans contribute more than one third of our massive tourist income (£497m. last year including fares, a figure now approaching 5 per cent of total U.K. exports). The American is the backbone of the "milk run" travel industry—the London-Oxford-Stratford-Edinburgh-London route. He spends three times as much per day on his stay as the Frenchman or German, and recently he has been coming in ever-increasing numbers.

Special place

Britain over the past decade has developed a very special place in the American traveller's heart. Last year the final hurdle was crossed and the U.K. overhauled the Bahamas as the American's favourite overseas destination. This year, while the rest of the world has suffered from the effects of the American recession, Britain has continued to prove as magnetic as ever. European traffic from the U.S. has dipped by 7 per cent, this year while British business has increased by 13 per cent. The difference is accentuated when it is realised that the British is included in the figures which produced the European loss.

There is no doubt that the continued success of Britain in the American market is something of a mystery. We speak English, our prices are still lower than in many parts of the tourist world, we have political stability (American tourists seem to think that Ulster is part of the Irish Republic) and we are generally amenable to foreigners.

These are all guests at the feast which contribute to the British tourism ethos. But there is no altering the fact that events like those of the past few days make some people in the travel industry worry about whether the whole business is not just a little too sensitive.

But before anyone starts getting concerned about large numbers of Americans being warned off travel, it is worth noting that very few U.S. residents ever leave the country apart from when they are in uniform. Only 4.3 per cent of the population have passports compared with around 14 per cent of Britons. Last year 5.36m. Americans travelled overseas while Britain, with a quarter of the population, sent 5.75m. abroad.

So far, considering his wealth and opportunity the average American has shown very little inclination to travel. The potential market is enormous.

At the moment the British Tourist Authority is carrying out a survey among Americans visiting the U.K. this summer to find out why they are here and where they go. The BTA has been fairly energetic about research in the past as well as promotion but it is a field in which almost all ground covered is new ground. It is surprising how little is really known about the massive business of tourism.

But enough work was done to convince hoteliers in Britain that the growth in tourist traffic from the U.S. over the next few years would be appreciable. Between 1970 and the end of 1973 a further 100,000 bedrooms may well be added to the U.K. hotel

traffic is vast and unrestricted by such formalities as passports. What is much more likely to have an impact on traffic and a favourable one as far as the U.K. is concerned—is air fares. If the normal trans-Atlantic air fare is reduced to, say, £55 the effect could be dramatic—if it is not, the BOAC research department has made a terrible mistake. It should not be long now before the result of the airline talks on North Atlantic fares is finally known.

To this must be added the fact that if the European currencies float upwards against the dollar it is highly unlikely that the pound will go as high as the Mark or Franc. In tourism terms

the Caribbean sacrifice strength in the American market by thinking that could be squeezed from visitors than was in fact the case. To-day, around 55 per cent of American travellers



Outside Buckingham Palace—Mr. and Mrs. Lloyd Ross from Portland, Oregon, America contribute over a third of Britain's huge tourist income.

stock, a building rush sparked off, of course, by the Hotels incentives Scheme. Nearly half of these rooms will be in London.

There is little doubt that the present problems for the dollar will result in a stay-at-home mood for Americans for at least the next year. When President Johnson made his appeal to Americans to holiday within their own borders in the late Sixties it produced a small, but noticeable slowing of the growth figures. But there is no reason to think that an appeal will have any drastic effect on American travel habits.

It would be a different matter if the U.S. Government were to apply some form of travel allowance. When the U.K. limited its allowance to £50 the immediate effect was to reduce spending overseas by British tourists from £230m. to £200m. after years of steady growth. However, once the limit was removed the spurt in spending was considerable and last year the British parted with £470m. in foreign parts.

It is hardly thinkable that the U.S. would impose an equivalent limit, of \$120, since this would be less than a week in the U.K. at the present rate of spending.

Also, a travel allowance limit would have severe repercussions with the U.S.'s neighbours Canada and Mexico where the

these two countries are our main competitors. While we attracted 1.38m. Americans last year the French drew 998,000 and the Germans 922,000.

The French have a reputation for unfriendliness to Americans which dates back to the days of de Gaulle. The experiences of the Americans in France during the past few days may not help either. The French are very chauvinistic when it comes to money matters. Earlier this year I queued at three different counters to go through the various stages of changing money in a bank at Lyons. At last, in frustration, I muttered in halting French: "Obviously few Frenchmen have the time to have bank accounts." Swift as a dart the clerk snapped back: "If the English pound was more reliable the service might be quicker."

There must have been many an exchange worse than that in France this week.

Britain has a fairly good reputation for friendliness. Whether we have succeeded in keeping things that way during the past week remains to be seen. Obviously the BTA is worried, or it would not be spending money in this and other newspapers in telling everyone concerned not to exploit the visiting Americans.

"In the past," it says, "we have been told by many thousands of departing tourists that warmth of welcome and fairness of dealing are two of the prin-

cipal characteristics which Britain a pleasant country visit. We now have the of demonstrating how it can be. This summer has been evidence of over by a few hotels, making inferior standard. Exorbitant rates could be charged by in the tourist trade when travellers' cheques "don't happen."

It might well be argued the Caribbean sacrifice strength in the American market by thinking that could be squeezed from visitors than was in fact the case. To-day, around 55 per cent of American travellers

Baltic Exchange uncertainty

BY JAMES McDONALD, SHIPPING CORRESPONDENT

DRY-CARGO tramp ship chartering on the Baltic Exchange has been brought almost to a standstill because of uncertainty over the future exchange rate of the U.S. dollar. Many tramp ship charterers, particularly in U.S. grain and oil, are reluctant to accept charterers until the situation is stabilised.

This freeze in trading is imposed upon the depressed tramp charter market. Some owners who fixed long-term charters in dollars during last year's freight boom are concerned that a virtual devaluation of the dollar will seriously reduce the profits estimated at the time of charter.

Biggest customer

The currency exchange crisis comes at a particularly bad time for shipowners with rates already depressed. Many owners of the smaller, older-type, tramp tonnage have been incurring heavy losses for several months as a result of the world-wide drop in freight rates.

The impression of some observers on the Baltic is that the currency crisis may produce a further substantial increase in laid-up shipping since the prospect of Japan—the chartering market's biggest customer in the past—resuming normal chartering operations in the near future have become even more remote.

Before the currency exchange crisis appeared it had been hoped that the sharp reduction in Japan's imports of coal and oil since October last year would generate a demand for replenishment of its dwindling stockpiles by the spring of next year. But according to recent reports from Japan the Government-imposed cutback in steel production has not run down stock-piles to anywhere near the extent originally envisaged.

There is an expectation that Japan may cut-back even more now that it has suspended steel exports to the U.S. because of the uncertain trade and monetary

A.W. (SECURITIES) LIMITED

Manufacturers of Carpets, Furnishing Fabrics, Plastic Sheet Vinyl Coated Fabrics and Decorative Laminates

Chairman: Mr. B. M. Lindsay-Fynn

Salient Points from the Chairman's Speech and the Accounts to April 3rd, 1971.

	1971	1970
Turnover	£16,242,352	£11,357,171
Trading Profit	£1,187,493	£ 787,171
Profit after Tax	£ 718,142	£ 411,171
Earnings per Share	2.93p	1.4p
Ordinary Dividends	15% (111%)	£ 351,767

The above trading figures are after deducting £168,000 non-recurring losses on activities now closed down.

Elimination of non-recurring losses, and a full year's profitable operation of the Carpet Print Unit (last year 6 months only) lead us to anticipate that Group profits in the current year will take a further substantial step forward.

This hope is confirmed by internal profit and turnover figures for the first three months of the year, compared to the corresponding period last year.

With the experience of our first Carpet Printing Unit behind us, a second Unit is currently being installed and will be stream in Spring 1972, leading to a still further profit increase in 1972/73.

PETERBOROUGH MOTORS

Highlights from the circulated statement of the Chairman, Mr. G. Read.

- * The year ended 31st March, 1971 has been difficult for those in the motor industry. Nevertheless, I am pleased with our results. Turnover at £3,985,603 was the greatest in our history. Costs unfortunately increased even more steeply and the Group Trading Profit amounted to £274,448 against £293,004.
- * The Directors recommend a final dividend of 6½% which makes a total of 12½% for the year (same).
- * The parent Company suffered through the delay in delivery of new vehicles, although the agricultural division continued to expand. This highly specialised part of our enterprise has been further extended by the acquisition early in 1971 of the tractor and agricultural business of Alexanders (Holdings) Ltd.
- * Watson Earthmovers again made a valuable contribution to profits and Adams Garage (Peterborough) continues to do good business. Reads of Peterborough, our transport subsidiary, increased its turnover and Capital Finance and Hire Purchase Co. had a satisfactory year.
- * Since the end of the financial year and the settlement of the Ford strike, business has picked up considerably and we have been able to make a good start in the current year.



East Europeans show concern

By Michael Simmons, East European Correspondent

THE UNCERTAINTY surrounding the dollar is causing considerable concern in Eastern Europe. Propagandists have moved from their initial position of saying that the Americans had to pay for their "international adventures" to one of questioning the standing in the light of U.S. developments, of the so-called transferable rouble.

Early in the week, the Russians typified Communist reaction by declaring, in a broadcast to the U.S., that American financial troubles were attributable to Washington's "aggressive policy of expansion."

Now, however, the Poles have adopted a more apparently objective and overtly concerned approach. Dr. Zygmunta Karpiński, an eminent Warsaw banker, said in a Polish Home Service broadcast, that the abandonment of the 338 rate for an ounce of gold raised the question of whether the fixed rate for the transferable rouble, which is based on "a constant relationship" to international gold prices, could now be maintained.

Another Polish speaker, Mr. Stanislaw Strus, a head of department at the Ministry of Foreign Trade (and formerly with the Polish Embassy in London), said "some unfavourable repercussions" had to be expected in Poland's trade with the U.S. America now took more than 882m. worth of Polish goods—some 10 per cent. of exports to the West—but we are unable to predict fully how serious the effects will be.

Bid to protect U.S. tourists

BY JOHN HUNT

THE BRITISH Tourist Authority has launched a campaign to prevent hoteliers and shopkeepers taking advantage of the dollar crisis by fleeing American tourists.

A spokesman for the Authority said that a small minority of establishments had seized on the confusion over the dollar exchange rate as an opportunity "to make a fast buck."

Raw deal

The BTA has taken out advertisements in national newspapers today appealing for a fair deal and stating that danger signs have started to appear. "Exorbitant rates could be charged by a few in the tourist trade when changing travellers' cheques and dollar bills," they say. "This must not happen."

A spokesman for the authority said last night: "If an American gets a raw deal here now it means that we have lost a tourist. Then he will go back home and tell all his friends about it."

He called upon shops, hotels and restaurants not to be reluctant to accept the dollar which was still "good money."

The BTA advertisements appeal to all establishments to be guided by the banks on the dollar conversion rate which they charge.

"This summer there has been evidence of over-charging by a few hotels, mainly of inferior standard," they say.

The clearing banks and agencies such as Thomas Cook and American Express reported that the demand for sterling by American tourists had slackened off from its peak although it remains strong.

The conversion rates were unchanged from the previous day. They were: Midland Bank, Barclays and Lloyds, travellers' cheques \$2.52, notes \$2.55; National Westminster, travellers' cheques \$2.52, notes \$2.55; Thomas Cook, travellers' cheques \$2.52, notes \$2.55; American Express, travellers' cheques \$2.52, notes \$2.60.

An official at Cook's said the company had "taken a pasting" and lost £1,500 by accepting dollars at the old rate on Saturday morning.

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But there's plenty to be lost. Time. And time again.

BEA CARGO
As the crow flies.



MOTIVATION

How to make shares a real incentive

BY GEORGE COPEMAN

WHENEVER I hear someone say that share incentive schemes are just a way of reducing the tax burden on top executives, I know he is very near to the subject. Managers who have actually been in a share scheme, know that the rewards and risks of share ownership have a different kind of feel from employment income.

A revolution is going on in British industry. Every week companies are announcing schemes to enable their senior managers to become share owners. What is it all about? Basic to this change is the Greenwall concept. Crawford Greenwall, former President of Du Pont, developed the concept of "the owner's eye". A senior manager, he said, looks upon the company that employs him with "the owner's eye", taking extra care over his efforts on the company's behalf, if he is in a share scheme which is expected to build him a significant portfolio of common stock by the time he retires on pension.

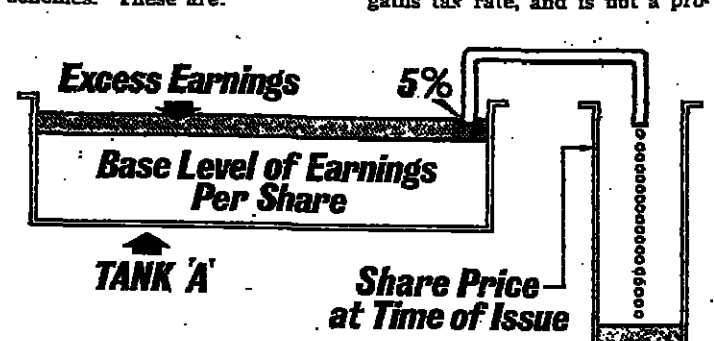
Glimpse of the obvious

This sounds like a glimpse of the obvious. But the real payoff comes in Greenwall's use of the word "significant". It has to be judged by the relation to the manager's own position, not by the yardstick of an outside investor. For example, a portfolio worth five times a manager's final salary could be very significant to him if he had no other capital, though it might represent only 0.1 per cent of the company's ordinary share capital.

From this concept came the realisation that companies could provide senior managers with a share incentive by means of a share scheme which would be the limit acceptable to investment institutions.

If anybody asked me which is the "ideal" type of share incentive scheme, for sheer clarity of design in meeting all the objectives, and providing all the safeguards, I would have to pay tribute to the Cunard scheme designed by Warburgs. I propose

to describe it here, and then point out its limitations to show why I would not recommend it to every client. The Cunard scheme should be considered in the light of six objectives of share incentive schemes. These are:



1—Minimise the payments made by participants, since most of them have no capital and a man of ability should be able to reach top management and participate in a scheme without previously having acquired capital.

2—Reward participants only from future growth of the business, since it would be unfair to transfer to them any of the equity of other shareholders that existed at the time they joined a scheme.

3—Maximise the gains to participants from growth of the business—that is, for full incentive effect, maximise in relation to what they pay in.

4—Minimise the risk of loss to participants. This follows from 3. If the prospect of gain is high, the risk of loss must not be equally high since participants are deemed to have slender resources of their own. But shareholders they should, of course, bear some risk of loss.

5—Have a continuing prospect of modest gains rather than one-off prospect of very large gains, since the company wants

continuity of effort and steadily rising profits rather than violent swings of fortune.

6—Ensure that the tax on any capital gains made by participants is as with other shareholders, payable at the capital gains tax rate, and is not a pro-

When tank B fills up to the level of the ordinary share price at the time the scheme was started, a scrip issue is made of one ordinary share for each incentive share held. It is these scrip issues of ordinary shares which constitute the incentive for management. The original incentive shares are initially worth no more than their nominal value.

Loan scheme

For example, earnings in Cunard at the time their scheme started were approximately 13p per £1 share which then had a market price of 143p. So tank B must fill up to the 13p level before a scrip issue is made. From then on, every time the tank fills up to this level, there will be a scrip issue.

Even though only 5 per cent of the company's excess earnings per share have been siphoned off into a special capital reserve to make scrip issues to the managers in the scheme, because of the magnifying effect, they stand to make considerable capital gains on relatively slender investments, provided they do push profits up above the base level and keep them up. The averaging of earnings over three years is normally required to measure excess earnings.

Incentive shares are not entitled to dividends or votes, nor are they transferable in the normal way. Their entitlement to special scrip issues is virtually their only right, except that after 10 years they automatically convert into ordinary shares.

The Cunard share incentive scheme fulfils all six objectives given above. Payments in

by participants are relatively small, rewards are from future growth only, there is a magnifying effect of gains from growth, but risk of loss is small. There is a continuing prospect of gains, and tax on gains is at the CGT tax rate.

However, in the above paragraph I deliberately said that there is a "magnifying" effect. Some companies would do better with a different type of scheme. It depends on the amount of capital used per employee, and on other factors.

Whesee recently introduced a loan scheme advised by BIS. On the calculations made, in their particular circumstances, participants would do better from a loan scheme than from a Cunard type scheme. It would be invidious to publish these calculations for a named company, but I can quote two other recent cases anonymously. In company A, the expected capital gain per participant was calculated as £38,000 for a Cunard scheme and £25,000 for a loan scheme.

Thus it is a matter of horses for courses. In financial terms, there is no ideal scheme. One type of scheme will pay better for company A, another for company B. The importance, however, of thinking in terms of an "ideal" scheme is that it sets good standards which are quickly applied to all types of scheme. Clauses are now taken into loan schemes and partly-paid schemes, which give them the safeguards and many of the attributes of Cunard schemes.

This is an endlessly evolving, fertile field where Britain is way ahead of the rest of the world, and we can expect productivity pay-offs from these share incentive schemes during this decade.

Dr. Copeman is Chairman of Business Intelligence Services Ltd. and a founder of the Wider Share Ownership Council.

Cheap beds scheme for businessmen

BY OUR OWN CORRESPONDENT

THE CUT-PRICE movement that has been making news in relation to air travel and package holidays is now gathering pace in its application to hotel accommodation for British businessmen.

Three organisations in this country are currently selling businessmen cards that entitle them to cheap or free stays at some 400 hotels around the U.K.

First into the field was Freestay Holidays, who began last year by making free-stay vouchers available to the general public as premium offers linked with the sale of such goods as motor cars and sewing machines. They claim to have created 140,000 new holidays last year for people who could not otherwise have afforded them, and in so doing to have given the hotel industry a useful shot in the arm.

Stay for nothing

Last January, Freestay, whose chairman is Leonard Pearl, last year's Lord Mayor of Westminster, began "selling" free accommodation more directly to the public through a promotion with Pan American Airways. Cards worth £5-25 each enabled American visitors to stay for nothing at certain British hotels for up to three months. The scheme was later extended to British business executives, though this side it has tended to mark time since a Freestay salesman left the company and formed his own organisation, which goes under the name of Executive Club.

Freestay, claiming some 220 hotels on its inventory, and Executive Club, boasting more than 120, use much the same system, though not, of course, agreeing on who applies it better. Their profit comes from the sale of membership cards. The publication *Survey of Industrial Relations in Britain* must dine on the

premises and will be charged for set meals whether they eat them or not. A hotel also expects to relieve its non-paying guests of some spending money in the bar. Part of the scheme's psychology is that people will eat and drink more when they are not laying out for a room.

Now the businessman's choice of cheap hotel accommodation has been further widened by the advent of Masterkey, a firm founded by Peter Banham, 30, who persuaded him that more could be done to fill British hotel rooms in the off-season. Masterkey charges £10 for its card, which entitles the holder not to a free stay but to a constant 50-per-cent discount, and its period of operation is from November to April. But Banham claims the scheme is unique in comprising only three and four star hotels, in giving cardholders the reduction seven days a week rather than, as in some other cases, only at special times, and in not making them eat on the premises—though it is assumed that they will, anyway, since they are in the best hotels.

So far Masterkey has only 50 hotels signed up, but Banham plans to push the figure up to 100. His objective is to make

the card worthwhile for any businessman who spends more than £20 a year on hotel rooms. He quotes a report by the NEDC for the hotel industry saying that in Britain there are some 114,000 directors, professional men and top managers who each spend an average of 81 nights away from home during the year on 27 trips each of three nights' duration, with an average stay of 1.7 nights at any one hotel.

Large savings

On this basis, he claims, the average travelling businessman can save an average of £20-£100 and as much as £200 during the scheme's November-April period. For Banham, however, the sky is definitely not the limit. He thinks the cut-price movement in hotel accommodation could destroy itself if it were too successful, and is for the time being planning a limit of 3,000 cardholders, most of them preferably in long-term arrangements with companies.

Banham admits that the idea for the scheme came to him through seeing how appalling was British accommodation for students and other young visitors. They are about the only ones it cannot help.

Low down on labour

FINANCIAL TIMES REPORTER

AFTER THE last two years of intensive debate one would have thought there was little left to say. The subject is dealt with from several different angles—the Government, employers, trade unions, collective bargaining, disputes, workers' participation, and the international scene. Management Counsellors International has just done. The publication *Survey of Industrial Relations in Britain* must dine on the

Management ideas from abroad

These summaries of articles in the overseas management Press are condensed from *Andor Management Services Abstracts*. Readers wishing to consult original texts should either write to the individual magazines, or communicate with Andor at P.O. Box 23, Wembley, HA9 8DJ; telex 935779.

THE MULTI-NATIONAL FIRM IN DANGER?

W. Wright in *Business Horizons* (U.S.A.), Apr. 71; Graduate School of Business, Indiana University, Bloomington Indiana, 47401.

Examines the forces of nationalism that spell danger to the multi-national firm, defines preconditions that host countries are likely to apply to new foreign business activity, and describes alternative ways in which multinational firms can meet them. Argues that the "management contract" form of business—in which the foreign firm provides management skills and technical knowledge without equity participation and operational control—offers the best form of relationship with the host country, and sets out its advantages.

GET READY TO RECYCLE

W. A. Kleinschrod in *Administrative Management* (U.S.A.), May 71; 51 Madison Avenue, New York NY 10010.

Some examples of how paper-makers and paper-users in the U.S. are pursuing the better environment, the first group by offering paper made from recycled waste (one brand being named Ecology) and the second by committing themselves to use recycled paper wherever possible (ultra-sensitive Coca-Cola printing its annual report on it). Examples are also quoted of how some companies sort and segregate the paper in the waste baskets. The overall impression is that it may make companies feel better but it doesn't save them any money.

A PLAN TO AVOID NEW PRODUCT FAILURES

Ryde's (Australia), March 1971, 74 Clarence Street, Sydney, Australia.

Outlines the advantages of testing the concept of a new product rather than the product itself, and presents a case history of how a U.S. company used concept testing to determine whether industrial plants needed a gas-fired door heater, and whether other markets were also prospects. Discusses the use of mail surveys, field interviews, and films illustrating a prototype or mock-up of a proposed new product.

OVERCOMING UNION OPPOSITION TO JOB ENRICHMENT

M. S. Myers in *Harvard Business Review* (U.S.A.), May/June 1971, 108 10th Street, Des Moines, Iowa 50305.

Outlines the background of the linked growth of trade unionism and the decline of paternalistic management for the future of anti-union strategies. Points to attitudes and conditions which can result in management-union co-operation.

and discusses case approaches that show how the energy used in labour-management conflict can be channelled towards the attainment of organisational goals: a confrontation approach, based on sensitivity training; a joint training approach for managers and trade union leaders; a joint management-staff work improvement approach in a non-union situation; new management-union collaboration over a wide field of human relations and organisational effectiveness. Draws general conclusions.

FORMULATING STRATEGY IN SMALLER COMPANIES

F. F. Gilmore in *Harvard Business Review* (U.S.A.), May/June 1971.

Discusses how corporate planning can be formulated in a smaller company that has no planning department, operational research group or computer capability; shows how the approach to formalised planning has evolved, and the contribution of management sciences to the planning process; presents a simple, step-by-step approach to the strategy formulation—record the current strategy, identify its problems and the basic reasons for them, formulate alternative strategies and evaluate them, and choose the new strategy. Ideally, this procedure should be carried out by a small committee composed of the top managers of the company.

LE GOODWILL (FRENCH STYLE)

Revue Française de Comptabilité (France), English version available, 109 Bd Malesherbes, Paris 8, France, Feb. 7

These are French recommendations for the treatment of goodwill in company accounts: main difference from U.K. practice is that the goodwill figure can include an element of revaluation after acquisition. Where goodwill can be allocated to categories of assets this should be done and information provided by way of note to this balance sheet: goodwill write-off should be calculated separately for each category.

AN ORDER ENTRY SYSTEM FOR A STEEL PLANT

L. A. Webster in *The Australian Computer Journal* (Australia), (PO Box 180, Kingston ACT 2604 Australia), Feb. 71.

Describes how John Lysaght (Australia) implemented an order entry system. Begins by outlining the pre-computer system and then looks at the objectives of the new system: there is a description of the setting up of the project team and details of the design of the master files, including the item coding used. Two data input systems are described: the first one used tub files, was a failure, and had to be replaced. Details of the systems output are given,

followed by the implementation schedule that was followed.

WAREHOUSING—PRESENT AND FUTURE

R. L. Bickerton and others in *Transportation and Distribution Management* (U.S.A.) (815 Washington Building, Washington DC 20005), Feb. 71.

Four articles. The first surveys systems of material handling and inventory control, some using computer techniques, some not. The second discusses problems of using automation in public warehouses, where materials are varied and constantly changing. The third examines the use of linear programming techniques to obtain maximum utilisation of storage space and minimum handling of stock. The final article presents two approaches, one by a former FBI agent, the other by a distributor, to the prevention of sabotage and the reduction of theft.

THE WORLD OF MINI-COMPUTERS

I. D. Wedham in *The Australian Computer Journal* (Australia), Feb. 71.

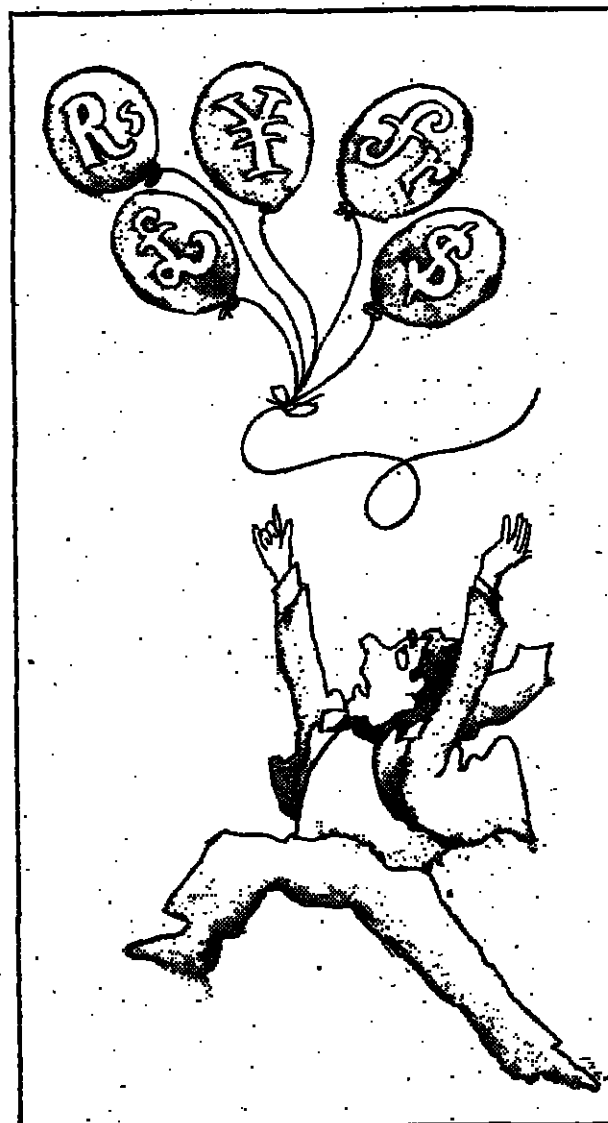
Looks at the abilities of mini-computers and critically demonstrates that they are not lacking in performance. Indicates factors to be considered in choosing a mini and gives details of those available in Australia (and the U.K.). Looks at office computers and describes several of these. Finishes by examining the future use of minis and problems likely to be encountered. Concludes that software is the biggest problem and suggests that mini software should be developed on main machines.

INSURANCE COMPANY'S NEW BUILDING

Birotechnik + Organisation (Fed. Rep. of Germany), March 71 and Das rationelle Büro (do.), April 71. English version available, 7970 Baden-Norden, Haupstr. 4, Fed. Rep. of Germany.

These two articles give details of Hamburg's newest office building: the Allianz Insurance Company, 11,500 square metres of office space in the new building, together with another 5,500 in adjoining buildings, accommodate 1,650 staff. A reading of the report shows that the company aimed not only at providing "all mod cons" but that there are many truly novel features: for example a central vacuum cleaner into which attachments can be plugged anywhere in the building; wastepaper carts take the contents of 40 wpbs and, placed over a chute position, open and discharge without tipping; escalators from ground to 4th floor; postal conveyors which are centrally controlled to give priority to inward mail (morning) or outwards mail (afternoon).

Why is it so hard for multinational companies to get all the currencies they need on a single line of credit?



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FRIDAY AUGUST 20 1971

Toys—how the fun went out of an £80m. market

Sheila Black discusses Lines Bros.' decision to go into voluntary liquidation

Unemployment up again

THE GOVERNMENT may be able to squeeze a little comfort out of the trend suggested by the latest unemployment figures. In the first place, the number of adult students registered for vacation work was much the same in early August as it was in early July. This seems to confirm the idea that a much larger number of students than usual are registering at employment exchanges this year instead of finding jobs for themselves. If this is so, about half of the sharp rise in unemployment shown in last month's figures can be regarded as exceptional.

In the second place, the rise shown in this month's figures—after account is taken of the usual seasonal factors—is much smaller than the average for previous months of the year. In the third place, the vacancy position shows signs of improvement. The total of unfilled vacancies is down, but probably only because school-leavers have mopped up some of those for young people. The number of unfilled vacancies for adults is slightly up, and that for adult men up still more.

Better trend

But if the trend looks rather better than it did a month ago, there is no reason at all for complacency about the absolute figures. The total number of people without work for one reason or another has now risen to over 900,000. The number of unemployed school-leavers, who have swollen the total this month with the end of term, is 53,000 compared with 36,000 at this time a year ago. The proportion of the registered labour force without work is up to 3.7 per cent., but the percentage for men is 5.0, ranging from only 2.9 in the South East to 6.2 in Wales and the North West, 8.2 in Scotland, 9.2 in the Northern region, and 10.4 in Northern Ireland. In June, the latest month for which information is published, 66 per cent. of the men wholly

unemployed and 58 per cent. of the women had been without work for two months or more. At the same time, of course, there have been marked changes in the hours worked by those in employment. The amount of overtime worked so far this year as there are figures to cover is down by 22 per cent. on 1970 while the number of hours lost through short-time working has all but doubled. These changes in hours worked may well be responsible for the drop, reported on Wednesday, in the pace at which earnings (as opposed to wage rates) are rising.

Regional policy

From the point of view of the employment situation, it is clear that the Government's measures to stimulate demand and reflate the economy were announced not a moment too soon. The intention is to achieve a rate of growth faster than what in the past has been reckoned to be the rate of growth of productive capacity, and so not only to contain the increase in unemployment but to bring its level down to a more tolerable figure.

Two reservations, however, ought to be made. The first is that the recent shake-out of labour in response to pressure on profit margins may in part represent a permanent improvement in productivity; welcome as this would be in the sense that it would enable the economy to grow faster without running up against capacity bottlenecks, it would also make a return to full employment more difficult. The second reservation is that the Chancellor's measures are not, in any case, likely to bring about a marked drop in the level of unemployment for some months to come. However, little can be done about this immediately, a fresh and comprehensive look at regional policy might help to prevent the same trouble recurring in the future.

BOAC stays in the black

AT A TIME when other major airlines have been reporting heavy losses, BOAC did rather well in managing to show a small profit for the year to last March, especially when one allows for the fact that, in addition to the problems that are plaguing the rest of the industry, the Corporation had to contend with an unusual crop of exceptional items last year. The hijacking and destruction in Jordan of one of its aircraft last September cost BOAC an estimated £3m. The postal strike forfeited the Corporation some £2m. in mail revenue. And other industrial disputes, including the disagreement with BALPA over the operation of the new Boeing 747 jumbo jets, cost upwards of a further £1m.

However, the principal reason why BOAC's net profits, after tax, tumbled from £19.3m. in 1969-70 to £3.4m. last year—and why other carriers have gone into the red—was slow traffic growth, combined with the sudden, sharp increase in capacity caused by the arrival of the jumbo jets.

The slow growth in traffic reflected depressed business conditions on both sides of the Atlantic. It would have led to much tougher competition for the available business even without the arrival of the 747s. With over 150 of these large aircraft now delivered not only has capacity been greatly increased but so too have costs.

Efficiency

Now expect this lack of balance between traffic and capacity to be overcome quickly. Nor does Mr. Keith Granville, BOAC's chairman, expect the Corporation to do any better in the present year. Indeed, with revenue already running some £3m. below forecast after the first 16 weeks and the adverse effects of the latest U.S. economic measures, Mr. Granville states that BOAC will be hard put to do more than break even in 1971-72.

He is no doubt thankful that, unlike almost every other State corporation, BOAC is blessed with an equity-type capital structure on which dividends are paid in line with profit-

It is hard to believe that names like Meccano, Tri-ang, Dinky, Pedigree and the rest of the Lines string might disappear from the toy scene. Yet no fewer than five executives of leading British toy companies yesterday said that the idea of buying even names such as these from the receiver was not particularly attractive.

There is nothing wrong with the names. It is the industry that is in trouble, short of money and in a state from which it will take some years to recover. By the time things get back to the boom years of the late 1950s and early 1960s, more companies will have fallen prey to pressure from American competition, spiralling costs, diminishing numbers of retailers who are prepared to stock and to promote sales; and the falling birth rate.

200,000 fewer children

The latter, which has been on the decline since 1964, is having its effect already. By 1975, if the present trend continues, there will be something like 200,000 fewer children under 10 years old than there are now. That makes for a less than merry Christmas in four years' time.

Glamour stocks like Airfix, which has diversified with great success, Lesney (the famous Matchbox toys firm), and Mettoy (the Corgi group), took advantage of what turned out to be one of Britain's biggest growth industries in the early 1960s. The £54.8m. industry turnover of 1965 was rewarding and profitable for all but a few laggards, and it represented an encouraging sales increase of more than 50 per cent. over 1963, with the outlook buoyant. In the event, sales did climb to £73.5m. by 1969 and to nearly £90m. in 1970. However, something went wrong with profits and the air became thick with talk of takeovers, mergers and closures as management shake-ups, increased borrowing and costly advertising eroded margins.

One of the troubles with the toy trade—perhaps its major trouble—is the seasonal factor. Just over half the entire year's trade is done in the six weeks before Christmas. Manufacturers jog along on reduced cash flows, carrying large stocks of raw materials as well as of finished toys in order to be there when Santa Claus is in the offing at larger stores and toyshops.

The retailers, bogged down with the additional rush in toy departments, put the squeeze on margins or hold out for higher mark-ups in order to finance the extra staff. At Selfridges, for example, the toy department deploys between 70 and 80 demonstrators plus some 90 extra staff to cope with a turnover of some £1m. in those



Happier days at Lines Bros.—Peter Thrower (left), managing director, with fellow directors Colin Craigie (centre) and Frank Knight.

last few weeks before Christmas.

The management reckons it cannot be done on a mark-up of 52½ per cent. Yet, faced with the fact that smaller, independent retailers work on 50 per cent., Selfridges cannot offer a toy that cost £1 ex-manufacturer only £1.50 unless the manufacturer co-operates by cutting his own profit. The manufacturer needs Selfridges and the like, and the spiral begins.

To offset the mountainous peak of Christmas, toy firms moved vigorously into exports. Last year they sold £29m. overseas, and even managed to stem the flood from Japan, Hong Kong and America. Indeed, some have built factories in the East to take advantage of lower wage rates—an advantage they do not expect to have for much longer.

Mr. Bob Butler, managing director of America's Mattel, has always maintained that British toy production grew faster than its markets. Certainly closures of small and large factories during the past 18 months seem to bear him out. Lesney, one of the cutters-back, has seen its shares down to the equivalent of 7s from a peak 10s when its Matchbox cars had sold to the tune of £5.6m. (in 1969).

The growth had led to over-capacity when the company was hit by the Mattel

invasion with its "Hot Wheels"

—toy cars with minimum friction wheels which sped at high speed up and down complicated runways to whet the appetites of increasingly sophisticated children. The little Matchbox models, admired for the perfection of detail, seemed to become almost inanimate to youngsters who took space flight for granted.

Mettoy also took a knock from competition in the die-cast car market. Airfix, however, whose construction kits began to include Apollo in various numbers as well as World War II aircraft and other familiar objects, has nothing but good to report.

Five years' hard effort

Airfix notched up a growth of 24 per cent with home sales buoyant last year. Much of its joy came from exports, which won the company a Queen's Award and which now account for 37 per cent. of turnover. Indeed, exports helped to push up profits in the toy division by as much as 13 per cent. It makes almost novel hearing, with the toy trade in its present state, to learn that toys have outmatched the performance of some other Airfix divisions.

Such good results were hard won, after five years of intensive effort to open overseas

markets without becoming too entrenched in the difficult and competitive North American field. Diversification into arts and crafts, educational toys and boxed games has more than paid off.

Lesney has been equally undaunted in trying to build up foreign trade, especially in Canada and North America. The Canadian enterprise suffered from a local management breakdown, which failed to show up true results immediately and the outcome was a loss of £400,000. In America, the year's sales halved, leading to a £700,000 loss. It has been as bad for the toy trade in America as in Britain this past year. Rather than give in, Lesney will continue to fight on in North America and Canada with re-organised management and the bad times behind the company.

If margins are tight in the U.K., they are even tighter in the U.S. and manufacturers have a hard job holding prices down to a level competitive with the local products. All too often wholesalers can buy in Britain, ship over and still make a profit by selling below the usual market price even of American equivalents. Severe price wars follow.

It is traditional in the toy business that certain companies are famed, even among children with little brand consciousness,

for certain products. Tradition ally, demand for the familiar one item goes on year after year. Indeed, there are even stories of companies whose diversified toys have had cold welcomes when launched because neither trade nor public could associate their names with the new toys. The result has been that too many companies fell into the trap of having too few different lines on which to fall back if one was adversely hit by the vagaries of fashion and childish fickleness.

This could not have been said of Lines Bros., one of whose faults was probably that it had too many lines (and no joke intended). Factories had mushroomed, here and abroad, to produce the varied range. It looked, when the management shake-out began this year, as though streamlining and rationalisation would put the company on to a firm, eventually profitable, basis. Belfast and French factories were closed down, and the many brand names shuffled around to British plants.

Consumer resistance

In all, the group cut out about one-third of production units: reduced the labour force from 8,500 to 2,000; closed 18 of the retail shops, leaving 27; and began pruning the top-heavy ranges in each field. The soft toys, for instance, were reduced from 180 different items to fewer than 90, and the target was to cut that down again by a half—imagine 150 golliwogs and teddy bears and similar cuddlies—was the provocative thought.

Strict budgetary control was implemented—a difficult operation when the costs of raw materials amount to as much per toy as the retail price of only two years ago. These are difficult to pass on to the consumer, since there is strong consumer resistance to price increases of any size in the toy business on the basis that "this is somehow taking advantage of Christmas and children," as one retailer explained it.

The right moves were made at Lines, and the family business, founded by a man who had carved rocking horses in his childhood, became all that "business" graduates from the hard world of detergents, toiletries, advertising and the rest could make it.

It is one thing to get a company right. It is another to be able to weather the years before the new "rightness" begins to pay off. Gallaher's withdrawal from the proposal to invest £5m. and the decision of the banks to call in loans of £5m. were understandable. A mere £5m. would only have tided the Lines group over in the immediate term. More capital to support the group

during the slow return to health would have been essential one to-day, it is not even possible to forecast accurately quite how much would have been required for quite how long.

There are hopes that some of the subsidiaries might be bought. Barclay Securities, which bought the Chad Valley and Sebel-Mobo toy firms and lines on which to fall back if one was adversely hit by the vagaries of fashion and childish fickleness.

Smaller firms have done well. Those which have gone for well-made, higher-priced toys and games of the kind that appeal to mothers, aunts, uncles and grandparents, also have nothing to complain about. Retailers are far from happy unless they, too, are specialising—advertising, especially on television, has not produced the sales that were hoped for.

Specialist toy retailers are invaluable components in the network of the business since they do manage to make sales outside the Christmas weeks. It has been exceptionally encouraging that the National Association of Toy Retailers has taken a 10 per cent. shareholding in the Toy Tokens company. This kind of action is rare, and the Association deserves credit for taking such an active part in a scheme which must benefit everyone in the long run. While it is not obvious that this is a good idea, few trade associations show such enterprise. The stake, since it is subscribed to by members of the Association, must prove an incentive to all to promote the Tokens scheme enthusiastically.

A future bright spot

The EEC is looked upon as a future bright spot. In spite of tariff barriers of between 12 and 20 per cent., British toys have been in demand in Common Market countries—last year the EEC took £9m. worth out of a total manufacturing turnover of £84.5m.

With the gradual erosion of tariff barriers, Europe should prove to be a happy playground, provided the cost of materials—which is expected to increase sharply upon our entry—can be passed on. The trouble is that children grow up so much faster than they did. By the time they are 10, their thoughts are on pop music and other teenage pursuits. The new toys show that manufacturers are only too well aware of this, and their updated approach to the market is something that should do much to prevent too many repetitions of the Lines story.

MEN AND MATTERS

Managing Barnardo's 6,000 children

A man who once broke his neck riding a rocket-sledge accelerating from 0 to 50 m.p.h. in 14 seconds, equivalent to 11.5g, has just embarked on his third career, as the new chief executive of Dr. Barnardo's. Some time ago, Barnardo's called in consultants to advise on its management structure. Previously, it was run in tandem by a Director of Child Care and a General Secretary, under the Council which governed it. Barnardo's is a large business—turnover around £4m., several thousand staff, 6,000 children, and considerable assets in land and buildings.

So now Dr. Herbert Ellis has got a newly created job, heading the organisation. Ellis started as a doctor, joined the Navy in 1944 soon after qualifying, and got interested in the human factors involved in the high accident rate of planes landing on aircraft carriers (one in 88 landings). This led to the RAF Institute of Aviation Medicine, Farnborough, doing work on test flying and g-thresholds (hence the broken neck), and then to work on the giant human centrifuge, or "big egg" whipper of 50 feet radius, as Ellis calls it, in Pennsylvania, where the Americans were doing experiments on orbital velocities for the X15 project.

When the end of the Fleet Air Arm loomed, Ellis left to do related work on traffic accidents ("the third killer, after carcinogens and coronaries, with suicide fourth—all things to a degree under our control"). From there he became marketing director of the Appleby group, distributors of motor cars—an odd change, one might think, but

Ellis says "it is an easy jump from accidents to marketing." Later he went to another Midlands motor distributor, which then got taken over, and so he retired to form a company of his own and write—except that he heard of the Barnardo's job, and applied.

His job at Barnardo's is in part to keep up the flow of privately given money, to balance the local authority money coming in, in part to supervise the organisational changes going on inside Barnardo's. Now 50, Ellis goes for a 7-mile walk most days, "putting up the pulse rate to 20 per cent. for an hour a day, for non-emotional reasons, keeps off the coronary."

Firming it up

It's too late—the Russians have already moved into Malta. For the past two years the island's major builders and contractors have been using Russian cement on virtually every building, flat, and house under construction. The Russians exhibited their product at the Malta Trade Fair two years ago, and are supplying it to the locals at a subsidised price of 9s a bag—Malta is not yet decimal—which is about half the price of any rival brand. It is apparently good quality. Russo-Maltese friendship may therefore be considered well cemented.

Bank, please

If anyone understands what all this international monetary business is about, I am sure it must be the booking office clerks at London tube stations.

After all, they presumably understand the London Transport Traffic Circular sent out this week which says:—

"Forged £5 notes. With reference to paragraph E9 of Traffic Circular No. 29 (1971), forged £5 notes have also been reported bearing the numbers 31C884423 and -09C894043. If forged notes are presented, action must be taken in accordance with clause (f) of Regulation B14 of Section 3 of Appendix to Rule Book, as amended by paragraph E6 of Traffic Circular No. 29 (1971)."

McLuhan on redundancy

Marshall McLuhan, pundit of the communications business, has turned his attention to the problem of managerial redundancy. His new book, his longest to date at about 600 pages, is due out later this year (publisher McGraw-Hill) and goes under one of those epigrammatic McLuhan titles *Take Today—The Executive as Dropout*. Why *Take Today*? Not, apparently, a reference to film "takes," but with at least an element, says McLuhan, of "carpe diem."

What it is all about, he says, is that with information speeds as they are now with electronics, decisions are no longer made "at the vertex of the organisation chart, but in the vortex of it." As a result, executives "drop out" of the organisation charts, and maybe drop out altogether.

Coming at it another way, McLuhan explains that "as the rim-spin of the earth gets faster, so older information methods, accounting, stock-keeping, are obsolete—the rim-spin being electronic." So McLuhan, who got interested in management

problems when he found that management groups were most interested in hearing his talks on the use of media (like the telephone), collaborated with an electronics engineer on his new book, which in passing looks at management methods across history and across frontiers (China is included).

McLuhan believes that with electronics, human beings have anyway become "discarnal"—that is, with their voices and appearance transmitted round the world in seconds, their physical existence is largely irrelevant. Also, "money is as dead as the Dodo," with cash cards and the like.

McLuhan's next project is a series of books on the theory of communication of the world's major authors—Homer, Dante, Shakespeare et al. Meanwhile, discarnal finance directors who chase their non-cash flows into the vortex of the organisation, only to be ejected by the rim-spin and become drop-outs, may be consoled by McLuhan's confession that "really, I am a satirist—I blow problems up until they explode."

Shooting jacket

Our Man in Belfast went to a local clothing store and asked for something rain-proof but inconspicuous, since his white mac made him something of a target for sharpshooters. A smart looking olive green combat jacket was produced, eminently suitable, but military in style. "Won't that make me even more of a target for the IRA?" asked Our Man nervously, having been recently in the vicinity of bullets. "Oh no, sir," was the answer. "The IRA are buying a lot of those."

Observer

At the Victoria & Albert Museum, South Kensington

OPEN UNTIL OCTOBER 10

COVENT GARDEN

25 years of Opera and Ballet

A fascinating exhibition which reviews the theatre's post-war achievements with a glimpse into its future, using music, film, models, scenery, costumes, stage properties, documents and photographs.

Films include Callas and Gobbi in *Tosca* Act II; Fonteyn and Nureyev in *Marguerite and Armand*; specially made film of Fonteyn as *Orndine*, Bergsma as the *Lilac Fairy* and five pairs of dancers in the *Balcony scene* from *Romeo and Juliet*.

There are models from *Romeo and Juliet* and *Anastasia*, *The Knot Garden*, *Aida* and *Tristan und Isolde*; paintings by David Hockney, Brian Organ and others; and proposed plans for the redevelopment of the Royal Opera House when the Market moves.

Weekdays 10-6 (Tuesdays 10-9) Sundays 2.30-6
Admission: 30p. Students and OAP's 20p.

Prestige and parities • Internment undebated

WHY DOES the dollar crisis generate so much heat? The bewildered layman can be forgiven for asking this question rather pitiously as he struggles to keep his head above the torrent of abstract invective and technical jargon which has washed over him this past five days.

Everybody knows, in theory, that the question of currencies is momentarily important but very few people, I find, can entirely explain the impulsion which has brought serious political personalities in every European country rushing back from distant beaches shouting at the tops of their voices.

One can see, of course, that there is some genuine conflict of economic interests between the U.S. on one side and the Japanese and Europeans on the other. Everyone involved wants a balance of payments surplus, and everyone involved wants a slightly undervalued currency, since experience has shown that these commodities make for political felicity at home and enhanced prestige abroad. It is a pity that such a happy state of affairs is impossible by definition, but in this wicked world of man's sin, it is a pity that such a happy state of affairs is impossible by definition, but in this wicked world of man's sin, it is a pity that such a happy state of affairs is impossible by definition.

Governments are naturally anxious to avoid coming out on the wrong side of this divide, since lots of sensitive issues are indirectly involved — employment, growth, rates, industrial subsidies and special interests of all kinds. Financiers and economists whose bread and

butter is involved in the details are also bound to be excited about it. But that still does not quite explain the tremendous gusts of political emotion which are being whipped up internationally by the present affair.

'The basic patterns of world power are not going to be altered by whatever is decided about exchange rates. Nobody is likely to go broke. So what is all the fuss about?'

After all, the rationalist might say, the basic patterns of world power are not going to be altered by whatever is decided about exchange rates in the next weeks or months. The American economy will still remain the strongest in the world, and we shall continue to rely ultimately on the American deterrent. The net result of the whole business will be an end to the American deficit (about which everyone has been complaining bitterly since 1964), plus a modest realignment of parties and a rather more flexible international monetary system (which has been almost universally recommended in theory for the past two years). In short, that which is more

or less fore-ordained will be welcome to almost everybody, whereas the area of argument which is not fore-ordained lies within such narrow limits that however it is settled nobody is likely to go broke. So what is all the fuss about?

To this question I would make two tentative replies, neither of them terribly encouraging. I fear. The first and most obvious is that exchange rates have become, to an absolutely grotesque degree, mixed up with international prestige. No move of parties can apparently be made either upwards or downwards without loss of face. So we have the absurd spectacle of Mr. Sato going through torments of humiliation at being accused of having a very strong economy and Mr. Nixon contorting himself in order to pretend that devaluation means everyone else changing step.

This economic chauvinism is not simply a matter of exchange rates, of course. We have had all that rubbish about international league tables from British politicians for four or five years and now, sure enough, there is Mr. Nixon going through the same hoop ("whether this nation staves number one in the world's economy or resigns itself to second or third or fourth place... all that depends on your competitive spirit, your sense of personal destiny, your pride in your country and in yourself").

Nobody seems to have given any thought to the assumptions underlying this kind of stuff.

What is meant by "strength" in an economy? What is the relationship of that strength to international power? Is there any particular virtue in being first rather than second or third, and if so, in what does it reside? In the days when armies were the chief status symbol military sanity generally went out of the window: now that economic indicators are status symbols economic sanity is liable to end up at the same destination.

The other reason I would offer for the political excitement of the present crisis is really an aspect of the perennial schizophrenia which America displays towards her allies and from which America's allies suffer whenever they are confronted by her actions. We are still bedevilled by America's belief that she has never acted from anything but the best and purest motives and her allies' belief that they are doing her a favour by allowing her to help them — indeed the dollar dispute is the proof that this misunderstanding has gone far deeper in the past few years than most people realise.

To Americans the dollar deficit is the result of a combination of their own generous trade policies and the villainous protectionism of the Europeans and Japanese; to many Europeans it has simply been the American means of getting European real resources and investment assets on the cheap. To Americans, the presence of U.S. forces in Europe is an expensive contribution to the defence of freedom; to many

Europeans these troops and their nuclear armory are necessary parts of the defence of American interest.

And the present danger is that the U.S. is so angry at the "ingratitude" of the Europeans that it will fail to recognize that its own self-interest is involved in avoiding a trade war or a heavy Russian preponderance in Europe; while the Europeans forget that they are beneficiaries of American policy more often than they are its victims.

'Here is a Republican President, of reputedly impeccable Conservatism, introducing an economic programme that might have emerged from a tête-à-tête between Mr. Wilson, Lord George-Brown and Mr. Wedgwood Benn.'

Dimly behind all the exchanges of insults, I fancy this danger is now perceived on both sides of the argument. But it is possible that this is the most serious dispute within the West since the war, not because it is in itself so important, but because it

symbolises a lack of communication worse than anyone had suspected.

MEANWHILE, those with a mind to it can derive some slight relief from these gloomy vistas by casting an eye over the full text of Mr. Nixon's television broadcast on Sunday night. Here, Lord help us, is a Republican President of reputedly impeccable Conservatism introducing an economic programme which might have emerged from a long tête-à-tête between Mr. Wilson, Lord George-Brown and Mr. Wedgwood Benn. A direct wages and prices freeze, an imports surcharge, special selective credits for job development and tax proposals for (a) for (b) "stimulating research and development of new industries and new technologies."

This splendid piece of dynamic socialist interventionism might, one would suppose, earn the disapproval of Mr. Heath — as indeed most of the items in the package did when they were applied to our own difficulties. But if the Prime Minister is thinking of picking up the hotline to admonish the President he had better watch his language since almost every anathema he pronounced upon Mr. Wilson's efforts has been turned on its head by the President as a justification for his actions.

"A nation like a person has to have a certain inner drive in order to succeed. In economic affairs that inner drive is called the competitive spirit. Every action I have taken to-night is

designed to nurture and stimulate that competitive spirit and to help us snap out of that self-doubt and self-disparagement that saps our energy and erodes our confidence in ourselves."

It does not leave much for Mr. Heath to say when and if he introduces his own prices and incomes policy.

'One cannot blame the Government for not wishing to raise the temperature any further in Ulster by a rancorous debate. But what on earth did the Opposition think it was up to?'

THERE WERE plenty of arguments for not recalling Parliament to discuss the Ulster situation — some good, some bad. But none of the arguments, not even the fact that MPs had only just dispersed was as powerful as the fundamental case for a recall, which is simply this. Parliament is supposed to be, above all, the guardian of the subject against arbitrary acts of the Crown and the Executive.

If the House of Commons, hearing that imprisonment without trial is being instituted

in a part of the U.K. as an act of deliberate Government policy, does not feel that the subject is worth an urgent debate, it is hard to know what it imagines its function is supposed to be.

One cannot blame the Government for not wishing to raise the temperature any further in Ulster by a rancorous debate. But what on earth did the Opposition think it was up to? Mr. Wilson would never have asked for a debate even at the end of August, if he had not been pushed. And it took ten solid days of street fighting on top of the internment to raise the hundred signatories who pushed him.

No doubt it will be said in defence of this miserable performance that everyone was being as statesmanlike as the Government. But in the first place the excuse is irrelevant; back-benchers are not paid to think like Ministers but to scrutinise and question, even when they cannot check, encroachments on liberty. And in the second place I do not believe it.

The real reasons why no move was made were that MPs do not want to know about Ulster, and no longer feel, in any case, that they can do any good by challenging *faits accomplis* of this kind. I shall not doubt be thought an incurable romantic for saying so, but I find this both wrong and sad. Internment may or may not have been necessary, but it was a grave step and an arguable one. It should have been argued in the traditional place.

Labour News

Chrysler new deal gives £3 rises

BY MICHAEL HAND, LABOUR CORRESPONDENT

NEW PAY and productivity giving the 4,500 workers at Chrysler U.K.'s car assembly plant at Ryton, Coventry, basic weekly earnings of more than £11 has been accepted by mass meetings on both the day and night shifts.

They will receive an extra £3 week under the deal, which will raise the hourly rate of production workers from 96p to £1.03 or £38.40 to £41.20 for a four-hour week. This amounts to an increase of 8 per cent, which means that Chrysler should not feel the Government in the bid to lower progressively the level of pay settlements.

Ryton benefits

Ryton workers will also get several other benefits. Lay-off pay is being increased from 65 to 75 per cent of the production workers' rate and a minimum of £1 will be paid on the first day of lay-off. These provisions cover up to two consecutive weeks of lay-off at any one time and up to four weeks in the case of a year. The deal will also mean better pensions and life insurance cover, higher holiday pay, better rates for women and improved rates for week-day overtime working. The cost of the deal will be met to a large extent by productivity measures agreed by the workers. These include arrangements for staggered tea breaks ensure continuous working on production lines and the tension of work study techniques. The new agreement will run

for two years, although the pay rates and other benefits will be reviewed after 12 months. A similar deal is being negotiated at the company's Stoke engine factory in Coventry.

Triumph hopes

Triumph Motors at Coventry continues to be hit by a manning dispute involving internal drivers, although moves are taking place behind the scenes to try to find a settlement.

The drivers' go-slow has caused considerable congestion inside the factory which has been interrupted production. But 2,000 of the 3,000 workers laid off yesterday have been re-called for to-day and it is hoped there will be enough work for everyone on Monday.

Work was also at a standstill at the company's Speke plant in Liverpool yesterday because of a continuing pay dispute involving paint shop workers. Most of the 2,900-strong labour force was on strike or laid off, although as a result of meetings yesterday it is expected that normal work will be resumed on Monday.

Two strikes at Jaguar Cars, also in Coventry, are threatening production and the jobs of workers there. Twenty skilled setter operators have stopped work over a piecework price dispute, while a smaller group of milling machinists is out on strike over a manning grievance.

A company spokesman said if normal working was not resumed fairly soon there could be serious repercussions.

Austin-Morris "half way to solving problems"

BY OUR OWN CORRESPONDENT

OXFORD, August 19. HAD helped but there were also other factors. The company was still on target with its plan to build up output of the Morris Marina to 5,000 a week by the end of the year. Production of the Austin Maxi was also rising.

Workers at Oxford were fortunate to be on two models on which there were rising programmes, he said. The Marina was the first car they had been able to build in the numbers they wanted. This was a result of the men's decision to give up piecework.

Mr. Turnbull hinted that 1,000 new jobs would be created in the Cowley complex next year. He hoped that Austin-Morris would achieve its target of 1m cars a year by 1973. The group plans to get 30 per cent of the home car market next year and Mr. Turnbull added: "That will mean 400,000 cars for Austin-Morris."

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SURVEYS NEXT WEEK

Metals in Industry	Monday, August 23
Grenada	Wednesday, August 25
Air Chartering	Thursday, August 26
Cardiff	Friday, August 27

Boom in colour TV sets accelerates

BY DAVID WALKER

THE BOOM in colour television set sales in the U.K. accelerated rapidly in July to bring home deliveries by manufacturers in the first seven months of 1971 to 51 per cent above the total for the corresponding period of last year.

July alone, according to figures released yesterday by the British Radio Equipment Manufacturers' Association, saw a record 69,000 colour receivers sold, compared with 47,000 the previous month and 40,000 a year earlier.

The advance over the 12 months is the highest yet recorded. Some boost to demand undoubtedly resulted from the easier hire-purchase terms and purchase tax reductions but as these only occurred late in the month, following the mini-Budget, the main effect will be seen in August. Since the second half of the year is traditionally the bigger selling period for both radio and television, the outlook must be good.

Monochrome deliveries

Taking imports into account, it looks as though overall colour television sales this year could top the 900,000 mark, with U.K. companies supplying some 800,000. By the end of July, their total was 348,000, compared with 231,000 in the first seven months of 1970.

Monochrome set deliveries

have kept at higher levels than was expected by the industry. In July, 110,000 were sold, 30,000 more than the previous month, though fewer than the 149,000 deliveries recorded in July, 1970.

For the first seven months of the year as a whole, monochrome receiver deliveries numbered 767,000, only 18 per cent down on the 938,000 of the same period 12 months before.

July also saw some growth in radio sales following the low figures for the preceding three months. The total of 57,000 was 2,000 below the figure a year earlier, but well up on the June result of 47,000.

In the first seven months, radio deliveries totalled 380,000, down 8 per cent on the 401,000 of January-July, 1970. Radiograms and record players, too, received a slight boost in the first seven months, with 12,000 and 26,000 respectively, compared with 10,000 and 25,000 in June and 12,000 and 26,000 the previous July.

Sales of radiograms for the seven months to the end of July totalled 85,000, against 91,000 in the same period last year, an advance of 4 per cent. For record players, however, there was a 15 per cent drop between the two periods, with 258,000 deliveries in the first seven months of last year compared with 217,000 in the corresponding period of 1971.

North Sea oil, gas bids to be opened to-day

BY ADRIAN HAMILTON

THE Government is to open to-day and announce the sealed bids for 15 blocks being offered for auction in the latest round of U.K. North Sea licences. At the same time, the exploration groups have also to put in their applications for the other 421 blocks offered on a non-bidding basis.

The round is widely expected to be the most active and sought-after in the history of North Sea exploitation, with about 100 groups applying for new licences and several hundred million pounds being put forward in bids. It is the first time that any blocks have been offered on an auction basis and the bids will be opened before an invited audience of oil company representatives and the Press in a ceremony in the Department of Trade and Industry early in the afternoon.

Although the Government may delay final announcement of the auction awards for several days until it has time to satisfy itself that the successful groups can meet all its requirements the blocks are generally expected to go to the highest bidder. The auction's system has been introduced on an experimental basis for the moment but, if the response is satisfactory, the Government may well use it again in future rounds.

Final allocation of the other blocks may take several months as the distribution is based on the work programmes put forward and the Government's discretion. Since the round was announced by the Government two months ago, London has been the scene of intense activity, with a large number of new companies, both from the U.K.

and abroad, preparing for application. At the same time, companies which are already exploring in the area are organising new partners and different consortia. Earlier this week, Total, the French group, announced that it was forming two consortia with Pict Petroleum, the new Scottish exploration investment consortium, and N. M. Rothschild, the bankers.

Other groups

Yesterday, Arpet Petroleum, a subsidiary of Atlantic Richfield of the U.S., announced that it was heading a group including Superior Oil, Canadian Superior Oil, Norsk Hydro Oil and Gas and Minister Assets.

Dome Petroleum, Numac Oil and Gas and Supertest Petroleum, three Canadian companies, have also recently registered subsidiaries in the U.K. in order to take part in the new round.

Among other groups expected to apply for licences for the first time are the Saudi Arabian State oil company, Pertamina, a Norwegian consortium, the German national oil group, Deminor, and a number of Japanese concerns.

DUCTILE FORMS NEW COMPANY

The Ductile Steels group has merged Bentley Presses and DAC Engineering into a new company trading as Ductile Engineering. The new company is based at Bentley Works, John Harper Street, Willenhall, Staffs, where expansion has created a more comprehensive engineering unit. Managing director is Mr. Norman Williams, formerly general manager and director of both companies.

LONG EATON ADVERTISER BACK HOME

Only 51 days after its buildings were flattened by falling masonry at the height of a 22m. factory fire, the Long Eaton Advertiser, in Derbyshire, was back in business on home ground yesterday. On June 28, a retaining wall, part of a blazing tea packing factory near Long Eaton town centre, crashed on to the Advertiser's composing room, editorial headquarters and offices. The last seven editions of the Advertiser and its sister weekly, the Stapleford and Sandiacre News, were printed by the T. Bailey Forman group in Nottingham.

Belgrave Mills may wind up

BY OUR OWN CORRESPONDENT

MANCHESTER, August 19.

ANOTHER 300 cotton textile workers face unemployment as a result of the decision of the directors of Belgrave Mills at Oldham to consider voluntary liquidation of the company.

Mr. H. Ern, the chairman, in a statement to-day said: "The directors cannot anticipate any return to normal profitable trading within the foreseeable future". As the company is solvent it is felt to be in the best interests of stockholders and creditors to conserve its remaining assets and if thought to be

more advantageous, a meeting will be called to enter into members' voluntary liquidation. This is the second winding-up to be proposed by cotton mill companies within a week. On Friday last Crosses and Heaton, the Bolton concern which once controlled 27 mills, announced the impending closure of its remaining mill at Lostock Junction. If a bid for the capital is not received by the end of November liquidation will be recommended.

Mr. Ern blamed the postal strike, credit squeeze, deterioration in the national economic situation and ever-increasing quantities of cheap yarn and cloth imported from Commonwealth and EFTA countries for the Belgrave decision.

"The future as the Board sees it," he added, "involves still more steeply rising costs, particularly in raw cotton values, and as these costs cannot be incorporated in to-day's yarn prices it is impossible to spin yarn profitably at any level of efficiency achievable in the immediate future and convert that yarn into cash."

The Dollar - and Tourists

The British Tourist Authority is very concerned about the anxieties facing many American visitors to this country in changing dollar currency into sterling.

We appeal to all in the tourist trade — hotels, restaurants, stores, *everyone* — to be guided by their banks as to the fairness of the conversion rates which are used in this period of uncertainty.

American tourists have contributed more than any others to the prosperity of tourism in Britain, and we hope that in these days of difficulty every effort will be made to assist them and to show that generosity and hospitality are one and the same thing.

In the past we have been told by many thousands of departing tourists that warmth of welcome and fairness of dealing are two of the principal characteristics which make Britain a pleasant country to visit. We now have the chance of demonstrating how true this can be.

But there are danger signs.

This summer there has been evidence of over-charging by a few hotels, mainly of inferior standard. Exorbitant rates could be charged by a few in the tourist trade when changing travellers' cheques and dollar bills.

This must not happen.

Now we can repay in some small way the contribution which our American friends have made over the years to the welfare and prosperity of Britain and of the rest of Europe.

BTA 

British Tourist Authority, 64 St James's Street, London S.W.1.

S. Hoffnung lifts total by 1%

guaranteed completion date.

Construction Engineering Division

SERVICES
dens. London SW1 Tel: 01-730 2275
British Steel Corporation **S**

GENERAL FUNDS INVESTMENT
UST—As known, interim dividend 6 per
cent (same—total 18 per cent.) for-year

—including pure discount, interest credit and other debtors, after providing for doubtful debts, of \$1,502,244 (\$1,502,244) — and liabilities of \$1,450,803 (\$1,450,803), including overdrafts \$869,857 (\$869,857) in steel plants. Dividend of 3¢ per share year to March 31, 1971 (nil for 6 months). Pre-tax profit \$22,486 (loss \$22,599 for 6 months). Tax losses \$38,100 (\$1,556). Net profit—\$15,386 (loss \$22,233).

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Veba profit to be same as in 1970

BOCHUM, August 19.

the nationalisation of power in 1962 Spes was the main power company in Sicily and Ses the main one in Sardinia. It is controlled by the Montedison group and has a wide range of interests in industry. Italp's capital is Lire 45,000m. The Ses capital is Lire 42,300m. And Spes's capital is Lire 22,326m. All four companies, like La Centrale, are still receiving large annual payments from the government for the nationalisation of their power interests. Merged together in Bastogi they would become Italy's third largest financial company, preceded only by two State-controlled banks.

Bastogi stands for Italy's financial establishment. Its Board of directors reads rather like an Almanack de Gotha of Italian finance. But the figures on it are not as impressive as they seem. President of Montedison who was formerly president of ENI, the State-controlled oil corporation, and Signor Enrico Cuccia, the managing director of the medium-term financial institute Mediobanca.

VEBA first-half profit of DM366m, was unchanged from the first half of 1970, executive Board chairman Heinz Kemper told the shareholders' meeting.

Better results in chemicals balanced a fall in the electric sector, he said.

Veba expects 1971 results to remain about constant with last year, Kemper added. In the last full accounting year, the months ended September 30, 1970, the company reported a 10 per cent increase.

Following a three-month accounting period to the end of 1971, Veba is now using the calendar year as its accounting period.

Veba hopes to maintain its 1970 dividend of DM2.25 (13 per cent) after raising capital by DM1206.25m. from the present DM1823m.

The new shares to be issued at around 200 per cent of their nominal value will be by July 3, when the stock exchange price of the shares stood at 200 DM.

The shareholders' meeting will also be deciding on the Board's proposal to authorise it to raise capital by DM1206.25m. by July 3.

Reuter

Hitting back at the Multinationals

IF WALLY OLLINS had his way, the giant German chemicals group BASF might well find itself trading under a new name: "more" internationally acceptable. Ollins, a 40-year-old American, Deutsche Bank-Dresdner Bank AG's first vice president in Germany, Commerzbank trio would be making an all-out effort to present a new, exciting image to attract West Germany's affluent young workers.

Commerzbank has already turned down Ollins's suggestion to change its name to "more" and will, he says, probably suffer the drop in their market share of personal accounts "which the right to deserve."

Ollins, 40, is of a London-based business that has now set up a Hamburg office to sell German insurance to Anglo-American companies on the benefits of corporate identity studies and the "more" brand name.

Ollins, who has been in Germany marketing chemicals since 1974, says his ideas should be attractive to German industry, and in the rest of Europe, where sometimes people, often mummoths, come to the bank for a variety of strong competition from the newer U.S.-based multinationals.

He is also negotiating with German companies facing a total

ground of thriving success, has outgrown its original corporate structure. Ollins is offering to help re-unify it as well as to give it a stronger pan-European image.

Wolff Ollins, the 20-employee partnership between Wally Ollins and Michael Wolff, is a U.K. consultancy which has handled the corporate identities of such companies as British Oxygen, Alfrecht Herbert, Marks and Spencer, Lyons, Burton, Bovis, Bowyer and Short Brothers and Harland. The step into the West German market comes largely as the result of work Wolff Ollins is doing with Unilever's soap powder and detergent divisions.

Unilever, which has divisions in London and with Suniflex Industrie Bedarf, the industrial detergents concern.

Ollins's first assignment outside the Unilever camp has not been a commission to design trademarks, recommendations to the Oetker group's Hamburg-Süd shipping line have still not been accepted after nearly a year. Other companies within the Oetker group have also been reluctant to take a smart new red and white logo, a bold, modern logotype

Henschel commercial vehicle subsidiary, as well as for a consortium of three German shipbuilders, concerns a transfer of funds, the way of which Clyde Shipbuilders.

Other top German corporations that Ollins is trying to interest include Nixdorf, Adrema, and even what aims to be the first truly European corporation—Agfa-Gevaert.

Any difficulties Wolff Ollins will face in Germany are similar to those the business has already had to contend with in the U.K. The merits of a smart new corporation are an obvious and desirable quantity; any advantages are easily be neutralised if other parts of the "total marketing mix" are inadequate; and, most importantly of all, a new corporation is intended to help at the company's internal awareness of itself and a potential customers outside can only succeed if the fresh coat of paint prescribed by Ollins is accompanied by more drastic reorganisations.

This, of course, is basically Wolff Ollins's selling scheme. If a major corporation has made this decision to bring its methods and organisations up to date, corporate identity will act as a

emotional management technique is something of a new service although one U.S.-trained German manager has just set up in competition.

The point about the Wolff-Ollins approach that Wolff Ollins never tires of making is that there is no general message. Only particular advice to individual clients. And that the Ollins reckon to be familiar with.

But if there is a common denominator for all the concerns that Ollins is either working for, or hoping to work for, it is the challenge of change.

At a recent meeting with the chairman of Lever Sunlight, Wolff Ollins said: "A lot of other big German companies, particularly the newer ones like Hoechst and Wacker, BASF, are envious of what they feel to be the relaxed, easy international management style of Unilever."

He went on to say: "Put a Unilever man in a Unilever suit, take him anywhere and it works, one way or another. This is what Hoechst, or say BASF, feel about you as Unilever. Its what they feel about IBM, what they feel about any big international company."

Europe

equipment manufacturing company operating with British and U.S. firms. The company's sales rose 10% in 1970 to Ptas. 1,00m. to Ptas. 175m. The capital increase has been taken by Clark Equipment and by the Banco Intercontinental Espanol.

● **AKO** second quarter consolidated net profit of \$1.50 m. rose from F1.75m. in same 1970 period, on sales of F12,028.7m., against F11,742.9m.

● **REINSTEAL** executive board chairman Toni Schmeucker said that the company's 1971 sales will be 2% per cent. over same 1970 period, but incoming orders fell by 6 per cent. Cost pressures are making it increasingly difficult to maintain profit margins.

Toni Schmeucker told shareholders meeting. He shared the sug-

cession that group is operating unprofitably and should pass it divided this year. Parent company net profit fell 28 per cent last year to DM200m, and dividend was cut to 5 from 6 per cent.

● **BADISCHER BANK OF KARLSRUHE** said planned DM200m loan will carry an 8 per cent coupon, run for 12 years, and be issued at 93 per cent. Subscribers this year will include the Badische Bank, member of issuing consortium with Württembergische Bank of Stuttgart, sales of 100,000 shares at DM20m, annual instalments, after five-year grace period.

North America

● **MURPHY OIL CORPORATION** said it would spend \$25m, 91

modification and expansion of its refineries at Mexia, La., and Superior, Wis. When completed in late 1972, the two refineries will be capable of producing, utilizing the use of tetraethyl lead in its production of gasoline. As a part of the work to be done at the Mexia refinery, the capacity of that installation will be increased from the present 34,000 barrels per day to 65,000 barrels per day. The Superior refinery will continue to have a capacity of 34,000 barrels per day.

● **COMMERCIAL SOLVENTS**—The company's second quarter 1971 consolidated net earnings of \$830,000, or 26 cents per common share, on sales of \$10,200,000, compared net earnings for the 1970 quarter of \$883,000 or 21 cents per share, on sales of \$23,424,000. Consolidated net earnings for the first nine months of 1971 were \$2,460,000, or 76 cents per share, compared with \$2,400,000, or 74 cents per share, for the first nine months of 1970.

\$1.30m, or 41 cents per common share, on sales of \$33.47m, compared with first half net earnings in 1970 of \$482,000, or 14 cents per share, on sales of \$47.5m.

Others

- **FINANCE CORPORATION OF AUSTRALIA** announced net consolidated profit for the year to \$3.42m. Net outstandings were said to be \$1.91m, compared with \$1.91m in 1970.
- **THE AUSTRALIAN ASSURANCE CO.** reported consolidated net profit for the year to June 30 of \$4.1m, against \$3.5m last year. This is the first time since 1965 in which profit has risen. The company is to make a one-for-eight share issue. Dividend has been

HANOVER August 19.

PRUSSAG said results in the first half of this year were "very satisfactory" because of the healthy earnings position in the heavy and rare metals sectors. Other sectors showed a strong rise in sales which should ease the overall earnings position, however.

Prussag group net earnings fell to DM21.7m. last year from DM26.6m. in 1999, and the company paid a reduced dividend of 7 per cent. (10 per cent. on shares). Earnings increased to DM315m. from DM223m.

Group sales to third parties in the first half of this year rose to DM734m. from DM680m. in the same period last year, Prussag said.

Reuter

Bid	Offer	Bid	Offer
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St. Martins looks for growth

WITH the strong portfolio of investment properties and with the experience of re-letting space during the last few months, the chairman of St. Martins Property Corporation, Mr. J. E. Lloyd looks forward to a continuing increase in the amounts available for distribution in the coming years.

The present programme of development at home and in Australia now amounts to £44m. Mr. Lloyd says that the company investigate new possibilities for expansion and is constantly improving and modernising the present investment properties as circumstances permit.

For the year ending July 15, pre-tax profits for the year to March 31, 1971, were up from £2,19m. to £2,31m., the dividend is raised 2 per cent. to 23 per cent. and a one-for-one scrip issue is proposed.

Mr. Frank Smith, the present
 duty chairman, has agreed to
 succeed as chairman.

Meeting: Winchester House
 E.C., September 13 at noon.

Int. Stores' growth prospects

CURRENT YEAR sales of
 International Stores continue to
 improve and, despite rising costs,
 there is every indication that pro-
 gress in terms of growth and
 profits will be made, says chair-
 man, Mr. F. E. Hawkins.

laded. Brighton, one is in course of construction and another should be commenced shortly.

It was hoped to have made more progress in opening cash-and-carry units but planning and other difficulties have involved unavailable days.

Meeting, Winchester House, E.C., October 3, noon.

R. Clay ahead in first half

WITH first-half profits up from £288,000 to £305,424, book printers and bookbinders Richard Clay and Co. is effectively stepping up its

CURRENT YEAR sales on

International Stores continue to improve and, despite rising costs, there is every indication that progress in terms of growth and profits will be made, says chairman Mr. F. E. Hawkins.

As reported on July 30 group pre-tax profit for the year to May 1971 was £2,788,131 (£2,806,540), and the dividend 11 per cent. (same).

During the year 15 new self-service stores were opened and four further eight branches were converted to self-service. Also the enlargement of 23 branches was completed and a number of others refitted. A total of 62 branches, mainly small, were closed and replaced by larger units in the same year.

On May 1, 1971, the group was trading in 943 retail branches of which 835 were self-service stores and supermarkets.

Mr. Hawkins reported a steady expansion into a non-foods area although they remain only a small part of total sales. During the year a further 28 off-licences were granted to bring the total to 367.

Green Shield stamps are now being progressively introduced as a long resistance to the abolition of the staff to cope with the additional work involved in the initial promotions.

The reorganisation of the trading in the wholesale business, trading as King and Tonger, is proceeding and improved results have been obtained. In the field of wholesale cash-and-carry an additional 10 units have been opened.

WITH first-half profits up from

\$238,090 to \$305,426, book printers and bookbinders Richard Clay and Co., is effectively stepping up its interim dividend from 3.15 per cent to 3.5 per cent.

The first-half profit is before tax of £121,500 (£108,200). For the year 1970, pre-tax profits were £338,238 and the dividend, an equivalent 11.81 per cent.

Ladbroke on target

Preliminary figures of Ladbroke Group indicate that the forecast of the profit of £2.4m. before tax of £200,000 between tax on dealings involving the holdings in Coral, Mark Lane and Hurst Park. This is being used to improve further the trading strength.

The number of betting offices, including the Trent Bridge Cricket Ground experiment, totals 670 at present.

Mr. C. Stein, chairman, reports that the first office development project will shortly be under way at Bristol. An office block of approximately 30,000 square feet lettable area adjoining the Ladbroke hotel site will be completed

PHILIPS-CONTROLLED industrial

holding company, Ada (Haulux), expects the international division to "provide a disappointing picture," says chairman, Sir Henry Chisholm. Holders have already been warned that there is no prospect of a dividend.

Henry points out that the subsidiary, Loyds Retailers, has been incurring substantial losses through lower-than-expected turnover, and that the company is incurring "very assistance" by Ada and Philips Industries to get it back into profit.

For 1986, pre-tax profit for the group was down to £1,127 million from £1,570 million, and the final dividend is halved to 3 per cent, making 6½ pence.

Sir Henry says recent Government industrial measures "will be hard, benefit the company in the second half." The year as a whole will still be bad, he points out, but the Board is confident the setback will be temporary.

Given the current economic conditions and having regard to the resources made available to Ada and Loyds by Philips Industries.

— A return to the levels of profitability achieved in 1985 and 1986 will take some time, but we do not believe the company is in a position to pay a dividend.

During 1986, Loyds

assets including those acquired from Ada into a wholly owned subsidiary, Loyds Rentals. The capital of Loyds Rentals was sold to Phillips with effect from December 31, 1970. In the consideration of Loyds Rentals would have had a deficiency of assets amounting to £3.7m, if Ada's principles of accounting as regards the treatment of Loyds Rentals had been employed, it is stated.

The auditor's report is qualified—1—"in the absence of audited accounts of Loyds for the six months from July 1 1970 (with effect from the date that Loyds became a subsidiary of the company) to December 31, 1970, we are unable to form an opinion as to the extent of the company's proportion of any profit or loss of Loyds for the period in question, particular, having regard to note (3) (a) as to the need for any provision in this respect;

2—"Having regard *inter alia* to the information given in note 3 (a) we have been unable to satisfy ourselves that the income of profits to cover the interest brought into the accounts of the company and one of its subsidiaries in 1968 and 1970 and certain dividends from Loyds and certain of its subsidiaries out of their accounts for periods of twelve or eighteen months ended June 30, 1970."

The relevant note to the Adams accounts showed the income included in group accounts in respect of Loyds has been: 1969,

\$519,000 by way of interim dividends from the subsidiaries sold to Loyds and \$17,000 by way of interim from Loyds itself: 1970, \$130,000 dividends on the Convention Preference and "A" Ordinary for the period June 1969 to June 1970.

It states that the accounts of Loyds to June 30, 1970, were drawn up on an entirely different accounting basis (so far as concerns television rental assets and liabilities) than the accounts maintained by Ada, and consequently the results shown are not comparable with those which would have been shown had Ada's basis been employed. A number of substantial overstatements and lack of information (including audited interim accounts for the ex Ada subsidiaries at November 30, 1969) make it impossible to apportion figures with any accuracy to the interim results and allocation by Loyds but it seems likely that (1) estimated profits to November 30, 1969, which gave rise to the interims of \$519,000 were exceeded by a substantial margin, offsetting the losses of some subsidiaries sold in 1970 for which no provision was made in last year's accounts, and (2) on the accounting basis for rentals previously used by Ada there have been no profits in the period to June 30, 1970, to support dividends brought into account this year.

Meeting, Waldorf Hotel, W.C., September 14, noon.

TRUMAN SHAREHOLDERS

**Accept the GRAND METROPOLITAN offer today
and follow the advice of your Chairman, your Board
and your Company's Financial Advisers.**

If our offer is declared unconditional on 23rd August, 1971 you will receive not only the value of our increased offer but also 15p of additional consideration making a total of about 453p for each of your shares.

Send in your acceptance at once because Grand Metropolitan's increased offer will not necessarily go ahead on this basis unless sufficient acceptances are received by 23rd August, 1971.

An investment in Ordinary Shares of Grand Metropolitan has multiplied nearly five times since October 1964 during which time an investment in Ordinary Shares of Watney Mann has little more than held its value.

Grand Metropolitan is determined to expand Truman
and to avoid redundancies.

Accept the Grand Metropolitan offer and entrust your capital to management
which has already demonstrated its ability.

**Ignore the Walney Mann offer and any letter you may receive from the dissenting Truman directors. Nothing they can say alters the basic fact—
GRAND METROPOLITAN'S IS THE BETTER OFFER.**

Grand Metropolitan's offer closes on 23rd August, 1971.

This advertisement is addressed to Ordinary Shareholders of Truman Hanbury Buxton & Co. Limited and is issued by S. G. Warburg & Co. Limited. A duly authorised Committee of the Board of Grand Metropolitan Hotels Limited has considered all statements of fact and opinion contained herein and accepts individually and collectively responsibility therefor.

MINING NEWS

Now the Australian tax men backslide

BY LESLIE PARKER, MINING EDITOR

Australia's mining credibility, already badly shattered, reached what London hoped must be its lowest ebb yesterday. The final blow came not from some over-optimistic exploration company chairman but from the commissioner of taxation.

He sent a letter to the directors of the Western Mining group companies Gold Mines of Kalbarrie and Central Norseman withdrawing the written advice he had given earlier which was quoted in these companies' statements detailed here on August 3.

Now the companies have to say that the contents of the letter are being studied and that a revised statement will be made as soon as possible. It is, however, added that further detailed submission to the tax commissioner may be necessary.

This means, as every taxpayer will appreciate, that some considerable time could elapse before any further announcement can be made. In the meantime, shareholders are left in the limbo, having been misled by their directors, who in this case can be regarded as blameless, which is more than can be said for many others outside this particular group. G.M.K. shares reacted 2p to 2½p yesterday.

GEEVOR FARES BADLY

One of Cornwall's two major tin producers, Geevor, announces a cut in net profits from £156,943 to £107,490 in the year to last March 31, and a halving of the distribution with a final of 10p, making 15p, compared with 30p. The payment absorbs £81,920 and the allocation to general reserve is stepped up from £31,600 to £40,000. The annual general

meeting is scheduled for October 27. The shares were unchanged yesterday at 230p.

The market will have been prepared for the poor performance by the half-year figures in March. Even so, the full-year pre-tax surplus of £147,540 indicates a particularly bad second half in the light of the comparative first-half figure of £100,011.

FABULOSA

The London Stock Exchange has been asked temporarily to suspend dealings in the shares of the Bolivian tin producer Fabulosa owing to the tense situation in that country and the resulting uncertainty as to the future of the mining industry there. It is hoped to make a further statement in September. Dealings were consequently halted as from 2.30 p.m. yesterday when the share price was 4½p.

BIDS AND DEALS

Barclays international bank plans

The name of Barclays Bank is to be changed to Barclays International following the proposed acquisition of the DCO minority interest by the parent, Barclays Bank. Explaining the reasons for the full merger, Sir

Frederic Seeborn, chairman of CO, tells shareholders that it is needed to avoid possible conflicts of interest between the two banks. Moreover, he adds, "it is now essential to rationalise the foreign and international business of the group so that growth may be maintained, resources conserved and profitability increased."

If the merger goes through, it is planned to concentrate all the foreign and international business of the Barclays group under one operational company.

The merger is to be carried out through a scheme of arrangement, talks of which have now been sent to shareholders. As announced, terms are eight Barclays shares plus 25 of 81 per cent secured loan stock for every DCO share. With Barclays at 3p and the loan at 90 per cent, it values DCO shares at 563p, against yesterday's market of 540p. At this rate, the value of the 48.5 per cent interest DCO which Barclays is offering to acquire is some £98m.

Discussing DCO's future, it is stated that it is intended to continue the process of transferring business in various countries to wholly-owned subsidiaries or companies in which the national government or local interests have a financial interest. Action is to be taken shortly in Jamaica, Trinidad, Kenya and other Africa, while in Israel it is

proposed to merge DCO's business with an existing Israeli bank. Extraordinary meetings of DCO have been called for September 30 and October 5, and a Court of Liquidation of DCO stock other than Barclays for October 5 to approve the scheme.

CAVENHAM WINS BOVRIL BATTLE

Cavenham has finally achieved victory in its fight for Bovril and with over 90 per cent of the equity has declared its offer unconditional. In the face of this, Rowntree Mackintosh has allowed its lower, but recommended, offer to lapse.

Cavenham said yesterday that with acceptance received, and following the purchase of a further 25,000 shares in the market at 44½p a share, over 1.53m. Bovril shares were now owned. An extraordinary meeting has been called for September 2 to approve a necessary increase in the authorised capital and in the meantime the offer remains open. The cash offer will not be extended beyond the closing date of August 31.

In a statement last night, Rowntree's advisers, Hill Samuel, said it had not yet been decided what would be done with Rowntree's 9 per cent holding in Bovril. The Bovril Board had also yet to decide on what to do with its 8 per cent of the shares.

AVIMO SALES TO FAIREY

Avimo, the optical, electronic and engineering group, is to sell off two of its subsidiaries to the Fairey Group before United Scientific Holdings completes the acquisition of the near 45 per cent minority interest in Avimo not already owned.

The subsidiaries concerned are Avimo Telecommunications and Mayflower Automotive Products, makers respectively of electronic equipment and vehicle winches. Fairey will pay £207,000, which is roughly equal to the assets of the two companies. A further dormant subsidiary of Avimo is also included in the deal.

Documents in respect of USH's offer for the Avimo minority are expected to be sent out to shareholders to-day.

BERISFORD-CAPITAL WINE

S. and W. Berisford is to merge the wine and spirit activities of its subsidiary, Joseph Travers and Sons, with Capital Wine Agencies. The new company will be called Capital Wine and Travers with an issued capital of 200,000 £1 Ordinary shares of which Berisford will be allotted 100,000 at par, the consideration being property, plant, machinery and cash.

CLIFFORD BROWN

The group by Clifford Brown has now been accepted by holders of over 92 per cent of the Ordinary. D and A intends, in due course, to acquire the outstanding shares compulsorily. The offer remains open.

OFFER FOR BEAU-SEJOUR LAPSED

The offer by BSO Securities for Beau Sejour Rubber has lapsed. It was accepted in respect of 888,680 Ordinary (88.6 per cent.) and 88,800 Preference (90.4 per cent.)—one of the conditions was 80 per cent acceptance of the Ordinary offer.

J. C. BAKER

J. C. Baker Holdings announces that negotiations are in progress that could lead to the acquisition of the capital of State Developments. Further details will be announced in due course but in the meantime the directors have requested the Council of the Midlands and Western Stock Exchange to suspend the quotation change to suspend the quotation

for the Ordinary shares and loan stock as from yesterday's close.

SEAFIELD-SUNGEI RINCHING

Seafeld Amalgamated Rubber announces that acceptances of its offer have now been received in respect of 1,165,110 shares of Sungei Rinching Rubber (90.4 per cent of the shares subject to the offer). Prior to the offer Seafeld already owned 210,800 shares and it now holds 91.7 per cent. In due course the outstanding shares will be acquired compulsorily.

The position with regard to the issued capital of Seafeld is—shares in issue prior to the Rinching offer 25,128,497; allotted under the offer 872,453; present capital 26,000,950; to be issued Rinching in due course 124,090; eventual share capital 26,125,042.

SWS (S. AFRICA) EXPANSION

Slater Walker Securities (South Africa) is to make an offer for the half share in L. Suman not already owned. The deal will be partly underwritten, valuing each Suman share at nearly R6½ (£3.8).

In a statement yesterday, the SWS (SA) directors said Suman said the present period in South Africa was unsatisfactory for substantial property development or investment. They therefore felt the Suman assets which it was contemplated would form the nucleus of a property development programme could best be utilised if integrated with other assets of SWS (SA).

Terms are 45 shares in SWS (SA)—with a cash alternative of R95 (£38.1) for 15 of such shares—for every 100 Ordinary of Suman. The Suman directors recommend the offer and holders of 880,000 of the outstanding shares (around 18 per cent of those to be acquired) have signified they intend accepting.

ASSOCIATES DEALS

On August 18 S. G. Warburg purchased for associates of Grand Metropolitan 20,000 Truman Hanbury at an average of 486p.

Pannure Gordon purchased for associates of Grand Metropolitan 5,000 Truman Hanbury at an average of 456p.

Strauss Turnbull state that Guinness Mahon bought 40,000 Truman at an average of 490p. On behalf of Sterling Guarantee Pannure Gordon bought 120,000 Wharf Holdings at an average of 228.375p. On August 19 they bought 1,500 at 285p.

Ross Swann for Bristol Street Group, bought 48,000 Bluebell at 84p. Guinness Mahon purchased 19,168 Truman on behalf of Watney Mann at an average of 457.7p.

Cazenove bought for associates of Watney Mann 50,000 INV at 70p, 62,150 Truman at an average of 488.7p and 87,500 Watney Mann at an average of 122.58p.

BPC SALE

British Printing Corporation has sold its interest in Kenilworth Press (Ipswich and Co.) to the Kent Messenger. Sale is on a going concern basis for £223,500, all of which has been received upon completion.

WIGGINS TEAPE ACQUISITION

The Wiggins Teape subsidiary, Wiggins Teape (Belgium) has acquired a majority interest in the French company, Papeteries de Montevral.

A. & S. HENRY

The Board of A. and S. Henry and Co. has received details of the proposed offer by United Drapery Stores and say they are consulting with financial advisers, Singer and Friedlander. A further statement will be issued as early as possible and meantime holders are advised to take no action in relation to this offer pending further information.

BOAC will be 'hard put to make a profit'

BY MICHAEL DONNE, AEROSPACE CORRESPONDENT

Mr. Keith Granville, chairman of BOAC, commenting on the shortfall in passenger and cargo revenues of £8m; loss of £2m. in that the airline was still facing the very difficult situation, which the financial consequences of which "and you can take it from me we shall do everything possible"—would mean the airline would be hard put to make a profit at the end of the current financial year.

After last year's sharp fall in profits, the airline's revenue was some £3m. below expectations in the first 16 weeks of the current financial year.

"Additionally, the announcement (of economic measures) earlier this week by the President of the U.S. will adversely affect BOAC's profitability this year."

"The full implications of this cannot be measured until the consequential actions by other major trading nations are fully known. It is no wonder that at this moment the industry is taking a searching look at itself and challenging some of the fundamental concepts of airline economics."

While BOAC has fared better than most of its competitors, "the current situation and indeed our future prospects are not as happy as I would like."

The 1970-1 profit of £3.4m. was disappointing for an airline that had made more than £107m. in profits since 1964, although Government a dividend on its Public Dividend Capital of £4.9m., representing a return of 7½ per cent. This compares with a dividend of £13m. (20 per cent.) in 1969-70.

No State facilities for Labour's Market case

LABOUR PARTY hopes of similar facilities to the Government for publishing their case on Common Market entry were turned down yesterday.

It was also pointed out that the facilities of the Central Office of Information and the Post Office were not being made available to the Conservative Party.

A written reply to Mr. Gwyn Morgan, deputy general secretary of the Labour Party, from a civil servant on the Prime Minister's staff said:

"The Government is fully entitled to publish and distribute its own material on important governmental policy decisions."

"It would be quite inappropriate for a governmental institution, such as the Central Office of Information, to undertake the responsibility for publication and distribution in this country of non-governmental material, whether on behalf of political parties or other organisations."

The Downing Street letter said the Government had thought it right to make available as widely as possible a short version of the White Paper—the free, Britain and Europe pamphlet—because of the need for the widest possible discussion and understanding of what was involved.

APPOINTMENTS

Sir Ronald Fairfield joins Royal Worcester

Sir Ronald Fairfield has been appointed director of ROYAL WORCESTER. He is deputy chairman of British Insulated Callender's Cables having relinquished the managing directorship of that company on January 1 this year.

Sir Ronald is a member of NEDC (for the Electrical Engineering Industry).

Mr. Michael Haysted and Mr. Jeffrey V. Wilkinson have been appointed directors and vice-presidents of SIMON-GREENWOOD INC., a subsidiary of Henry Simon, Stockport. Mr. John M. Mellor continues as a director and vice-president. Henry Simon is a Simon Engineering company.

Following the formation of the two subsidiary companies, Lintafam (Loudwater) and Lintafam (Manchester), the Board of the parent company, LINTAFAM, has been reconstituted and will also be the executive Board of the rubber manufacturing and textiles division of the Guthrie Corporation Group.

The board members are: Mr. J. C. Ratcliff, chairman and managing director and divisional chief executive; Mr. S. B. Cant, divisional technical director and technical director of Guthrie Industries; Mr. H. M. Clover, managing director of W. Armes and Son; Mr. A. W. Easter, divisional marketing director; Mr. M. E. Jenkins, divisional financial director; Mr. A. R. Langan, managing director of Ratcliff Brothers and of Victoria; Mr. J. W. Plaster, managing director of Lintafam (Loudwater); Mr. W. P. Ward, divisional personnel director; Mr. A. J. Welford, divisional export sales director; and Mr. S. White, managing director of Lintafam (Manchester).

Mr. A. E. Andrew has been appointed managing director of HICK HARGREAVES & CO. He was previously director and general manager. He has also joined the Board of Foster Yates and Thom. Both companies are members of the Electrical and Industrial Securities group.

Mr. Geoffrey Pitt, formerly commercial and sales director of

the Cunard Line, has joined OVERSEAS NATIONAL AIRWAYS of the U.S. as regional vice-president, marketing and sales, for the U.K. and Ireland.

Mr. T. H. Telford has been appointed chairman of CHARLES HOWSON AND CO., a member of the Cunard group.

Mr. Henry Klonarides has been appointed a director of LEWIS AND PEAT (MERCHANTING), the merchanting division of the Lewis and Peat group and of Biddle Sawyer and Co. and Lewis and Peat (Overseas). Mr. Klonarides takes over responsibility for the export finance and international barter operations.

Mr. C. F. Chealston has been appointed to the Board of the HEMDALE GROUP.

Mr. Roy Smith has been appointed to the Board of the BRITISH PRINTING CORPORATION. He remains managing director of Sun Printers and succeeds Mr. L. G. White as chairman of that company and Hazell Offset.

Mr. White, who is also a vice-chairman of BPC, has retired from his executive functions but remains a member of the BPC Board.

Mr. J. B. M. Graham has been appointed to the Board of RUBEROID and continues as managing director of Vulcanite.

Mr. E. J. Gibson is to become deputy general manager of the ECCLESIASTICAL INSURANCE OFFICE on October 1. Mr. E. B. Stonebridge retires from that position at the end of September but will remain on the Board with certain executive responsibilities.

Mr. J. Hayes, fire and accident manager, retires with effect from August 31.

Other appointments from October 1 are Mr. R. D. L. Jarvis to be assistant general manager and secretary; Mr. H. D. Richardson, assistant general manager (remaining chief surveyor); Mr. D. W. Stapleton, Mr. J. D. McDardell, and Mr. D. M. Webber

(actuary) to be assistant managers. Mr. M. Lucas will become assistant secretary; Mr. D. Ezra, finance secretary, and Mr. K. G. Cook, investment secretary.

Mr. R. W. Nickalls, formerly financial director, has become managing director of TASK DEVELOPMENTS and Mr. C. G. Lovelock has joined the Board. Hills have been made directors of Task Construction and Mr. T. W. Smith has been appointed to the Board of Task Building Services. The companies are members of the Rush and Tompkins group.

Mr. D. J. Pepper, director—personnel of ROLLS-ROYCE (1971), has been appointed director—customer relations. He will be responsible for marketing and product support.

Mr. John McMillan, an assistant manager at NATIONAL WESTMINSTER BANK's city area office, has been appointed joint manager of the St. Mary Axe branch in the City. He will become sole manager on the retirement of Mr. K. F. Foord next February.

Mr. Paul Thompson has been appointed a director of TEAM (MANAGEMENT CONSULTANTS) and becomes a director of the other companies within the group.

STOCK EXCHANGE PARTNERSHIPS

Mr. Robert M. Fleming has resigned his partnership in CAMPBELL NEILL AND CO. and his membership of the Glasgow and the Scottish Stock Exchange Associations.

Mr. David Say has been appointed financial director of INTERNATIONAL PRINTERS and joins the Board.

Colonel Sir Tufin Beamish, Conservative MP for Leves, has been appointed a director of C. T. BOWRING (UNDERWRITING AGENCIES).

To all Truman, Hanbury, Buxton & Company, Limited shareholders

1 At last night's prices, 19th August, the Watney offer was worth 462p per Truman share against Grand Metropolitan's 438p.

The Watney offer is worth 24p more.

2 Only the Watney offer, which keeps your investment in the industry of your choice, is all equity based.

3 The new Watney management team, under Chairman Mr. Michael Webster, has already demonstrated its success with the launching of Watneys Red last April. This beer is already running ahead of target and is 15% ahead of last year's Red Barrel sales.

Mr. George Duncan, Managing Director and Chief Executive of Truman, which has recently demonstrated its own ability to grow, firmly believes in the new Watney management team and its objectives.

4 Watney is by far the largest single shareholder in Truman, owning over 3.7 million shares (34%) compared with only 2.2 million (20%) held by Grand Metropolitan

5 Four of the Truman Directors intend to accept the Watney offer and know that other substantial family shareholders will do the same. You, too, should accept the Watney offer.

6 Your acceptance of the Watney offer should be received by 3 p.m. on Wednesday, 25th August.

This advertisement is issued by Guinness Mahon and Co. Limited on behalf of Watney Mann Limited. The duly authorised committee of Watney Mann Limited has considered all statements of fact and opinion stated herein and individually and collectively accept responsibility therefor.

ROYAL WORCESTER LIMITED



Appointment of Sir Ronald Fairfield

Sir Ronald Fairfield, C.B.E., has been appointed a Director of Royal Worcester Limited, a British Insulated Callender's Cables Limited. He has had most distinguished career with the B.I.C.C. Group and distinguished his position as Managing Director from 1st January 1971. He has been a member of the Committee of the Transmission Section of the I.E.E., of which he is a fellow. He is a member of E.D.C. for Electrical engineering, Industry and has been a member of Council of E.A.I.A. for a number of years. He was President of the Institute of Works Study in 1968/69. His work in the field of Work Study was acknowledged by the Institute of Works Study by the award of a Gilbreth Medal in 1970.

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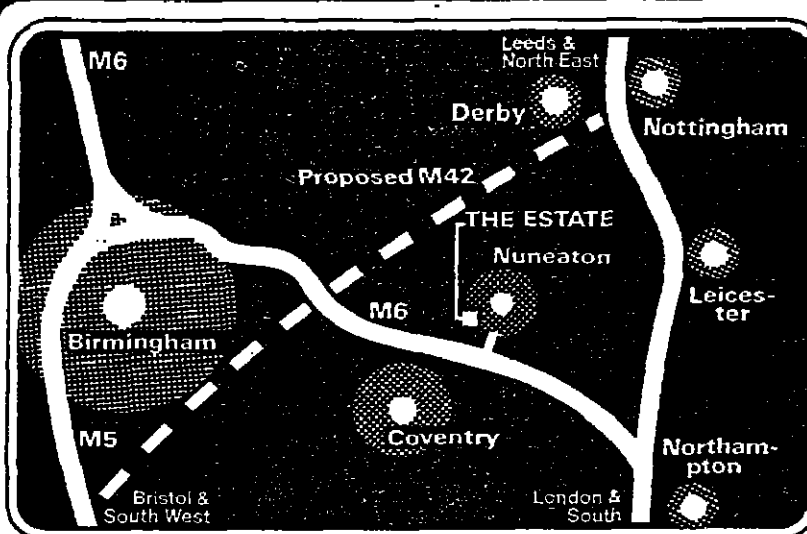
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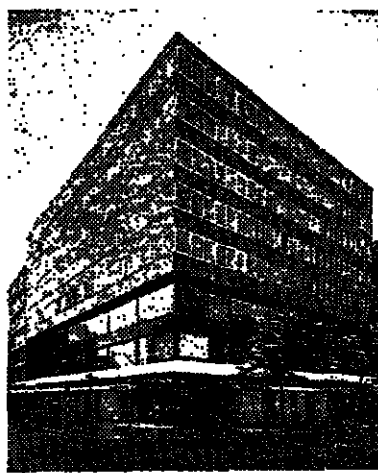
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F.T.—ACTUARIES SHARE INDICES

These indices are the joint compilation of The Financial Times, The Institute of Actuaries and the Faculty of Actuaries in Edinburgh

EQUITY GROUPS		Thursday, August 19, 1971		Wednesday, August 18, 1971		Tuesday, August 17, 1971		Monday, August 16, 1971		Friday, August 13, 1971		Year ago (approx.)		Rights and Lower Index	
GROUPS & SUB-SECTIONS		Index	Change	Index	Change	Index	Change	Index	Change	Index	Change	Index	Change	Index	Change
CAPITAL GOODS GROUP (184)		153.74	—	153.71	—	153.53	—	153.09	—	152.08	—	151.53	—	151.53	—
Aircraft and Components (3)		208.48	+0.3	208.48	—	208.48	—	208.48	—	208.48	—	208.48	—	208.48	—
Building Materials (29)		155.29	+0.1	155.29	—	155.29	—	155.29	—	155.29	—	155.29	—	155.29	—
Contracting and Construction (19)		151.66	+0.4	151.66	—	151.66	—	151.66	—	151.66	—	151.66	—	151.66	—
Electrical (ex. Electr. Rad. & TV) (13)		273.71	+0.7	273.71	—	273.71	—	273.71	—	273.71	—	273.71	—	273.71	—
Engineering (30)		143.18	+0.1	143.18	—	143.18	—	143.18	—	143.18	—	143.18	—	143.18	—
Machine Tools (15)		65.43	—	65.43	—	65.43	—	65.43	—	65.43	—	65.43	—	65.43	—
Miscellaneous (25)		127.01	+0.7	127.01	—	127.01	—	127.01	—	127.01	—	127.01	—	127.01	—
CONSUMER GOODS (DURABLE) GROUP (56)		168.23	—	168.23	—	168.23	—	168.23	—	168.23	—	168.23	—	168.23	—
Electronics, Radio and TV (14)		179.70	+0.4	179.70	—	179.70	—	179.70	—	179.70	—	179.70	—	179.70	—
Household Goods (15)		144.81	+0.1	144.81	—	144.81	—	144.81	—	144.81	—	144.81	—	144.81	—
Motors and Distributors (27)		113.80	+0.4	113.80	—	113.80	—	113.80	—	113.80	—	113.80	—	113.80	—
CONSUMER GOODS (NON-DURABLE) GROUP (175)		169.80	+0.1	169.80	—	169.80	—	169.80	—	169.80	—	169.80	—	169.80	—
Breweries (21)		165.70	+0.3	165.70	—	165.70	—	165.70	—	165.70	—	165.70	—	165.70	—
Wines and Spirits (7)		165.85	+0.3	165.85	—	165.85	—	165.85	—	165.85	—	165.85	—	165.85	—
Entertainment and Catering (15)		198.85	+0.1	198.85	—	198.85	—	198.85	—	198.85	—	198.85	—	198.85	—
Food Manufacturing (24)		140.60	+0.2	140.60	—	140.60	—	140.60	—	140.60	—	140.60	—	140.60	—
Food Retailing (17)		140.04	+0.8	140.04	—	140.04	—	140.04	—	140.04	—	140.04	—	140.04	—
Newspapers and Publishing (15)		141.73	+0.7	141.73	—	141.73	—	141.73	—	141.73	—	141.73	—	141.73	—
Packaging and Paper (16)		116.76	+0.4	116.76	—	116.76	—	116.76	—	116.76	—	116.76	—	116.76	—
Stores (30)		152.62	+0.3	152.62	—	152.62	—	152.62	—	152.62	—	152.62	—	152.62	—
Textiles (21)		170.86	+1.3	170.86	—	170.86	—	170.86	—	170.86	—	170.86	—	170.86	—
Tobacco (3)		239.49	—	239.49	—	239.49	—	239.49	—	239.49	—	239.49	—	239.49	—
Toys and Games (6)		45.03	+0.6	45.03	—	45.03	—	45.03	—	45.03	—	45.03	—	45.03	—
OTHER GROUPS		168.03	+1.1	168.03	—	168.03	—	168.03	—	168.03	—	168.03	—	168.03	—
Chemicals (19)		168.03	+1.1	168.03	—	168.03	—	168.03	—	168.03	—	168.03	—	168.03	—
Office Equipment (10)		198.01	+1.7	198.01	—	198.01	—	198.01	—	198.01	—	198.01	—	198.01	—
Shipping (10)		314.36	+0.6	314.36	—	314.36	—	314.36	—	314.36	—	314.36	—	314.36	—
Miscellaneous (unclassified) (44)		180.44	+0.4	180.44	—	180.44	—	180.44	—	180.44	—	180.44	—	180.44	—
INDUSTRIAL GROUP (498 SHARES)		155.75	+0.1	155.75	—	155.75	—	155.75	—	155.75	—	155.75	—	155.75	—
Oil (2)		150.57	+2.5	150.57	—	150.57	—	150.57	—	150.57	—	150.57	—	150.57	—
500 SHARE INDEX		160.80	+0.4	160.80	—	160.80	—	160.80	—	160.80	—	160.80	—	160.80	—
FINANCIAL GROUP (121)		171.87	+0.2	171.87	—	171.87	—	171.87	—	171.87	—	171.87	—	171.87	—
Banks (6)		184.81	+0.6	184.81	—	184.81	—	184.81	—	184.81	—	184.81	—	184.81	—
Discount Houses (8)		175.32	+0.1	175.32	—	175.32	—	175.32	—	175.32	—	175.32	—	175.32	—
Hire Purchase (6)		260.05	+0.8	260.05	—	260.05	—	260.05	—	260.05	—	260.05	—	260.05	—
Insurance (Life) (9)		151.47	+0.7	151.47	—	151.47	—	151.47	—	151.47	—	151.47	—	151.47	—
Insurance (Composite) (9)		181.61	+1.1	181.61	—	181.61	—	181.61	—	181.61	—	181.61	—	181.61	—
Insurance (Brokers) (11)		166.36	—	166.36	—	166.36	—	166.36	—	166.36	—	166.36	—	166.36	—
Investment Trusts (20)		195.07	+0.8	195.07	—	195.07	—	195.07	—	195.07	—	195.07	—	195.07	—
Merchant Banks, Issuing Houses (14)		168.31	+0.4	168.31	—	168.31	—	168.31	—	168.31	—	168.31	—	168.31	—
Property (31)		219.31	—	219.31	—	219.31	—	219.31	—	219.31	—	219.31	—	219.31	—
Miscellaneous (9)		287.78	+0.5	287.78	—	287.78	—	287.78	—	287.78	—	287.78	—	287.78	—
ALL-SHARE INDEX (621 SHARES)		178.38	+0.4	178.38	—	178.38	—	178.38	—	178.38	—	178.38	—	178.38	—
COMMODITY SHARE GROUPS (Not included in the 500 or All-Share indices)															
Rubbers (10)		216.86	—	216.86	—	216.86	—	216.86	—	216.86	—	216.86	—	216.86	—
Teas (10)		90.18	—	90.18	—	90.18	—	90.18	—	90.18	—	90.18	—	90.18	—
Coppers (4)		329.83	+0.3	329.83	—	329.83	—	329.83	—	329.83	—	329.83	—	329.83	—
Mining Finance (11)		95.63	+2.5	95.63	—	95.63	—	95.63	—	95.63	—	95.63	—	95.63	—
Tins (8)		72.86	—	72.86	—	72.86	—	72.86	—	72.86	—	72.86	—	72.86	—

FIXED INTEREST		Thursday, August 19, 1971		Wednesday, August 18, 1971		Tuesday, August 17, 1971		Monday, August 16, 1971		Friday, August 13, 1971		Year ago (approx.)		Rights and Lower Index	
Consols 2½% yield		Index	Change	Index	Change	Index	Change	Index	Change	Index	Change	Index	Change	Index	Change
20-yr. Govt. Stocks (6)		78.61	+1.7	78.61	—	78.61	—	78.61	—	78.61	—	78.61	—	78.61	—
20-yr. Red. Debentures & Loans (15)		72.48	+10.19	72.48	—	72.48	—	72.48	—	72.48	—	72.48	—	72.48	—
Investment Trusts Prefs. (15)		70.01	+10.58	70.01	—	70.01	—	70.01	—	70.01	—	70.01	—	70.01	—
Commercial and Indust. Prefs. (20)		74.14	+10.41	74.14	—	74.14	—	74.14	—	74.14	—	74.14	—	74.14	—

Ion or Group		Base Date	Base Value
Manufacturing		29/12/67	114.13
Retailing		29/12/67	114.13
Finance Brokers		29/12/67	100.00
g Finance		16/1/70	144.76
and Spirits		16/1/70	135.72
Equipment		16/1/70	162.74
Group		31/12/70	128.20
Financial		31/12/70	120.06
Redemption yield.		10/4/62	100.00

F.T.—Actuaries indices are calculated by Ertel Communications Limited (a member of the Exchange Telegraph Group) on an IBM 360 computer.

A current list of constituents of the F.T.—Actuaries Share Indices can be obtained from the Publisher, The Financial Times, Bracken House, Cannon Street, London, EC4A 3DF, price 15p. By post inland 16p. Commonwealth 16p. Foreign 19p.

CONSTITUTIONAL CHANGES: Myers (J.) (Stores) has been replaced by Peters (J.) (Furnishings) and Singer and Friedlander (Merchant Banks) has been replaced by Matthews Wrightson (Insurance Brokers). Cavenham Foods is now Cavenham (Food Manufacturing).

TEA & COFFEE (17)		Base Date	Base Value
Assam (17)		29/12/67	114.13
Ceylon (17)		29/12/67	114.13
Java (17)		29/12/67	100.00
Sumatra (17)		16/1/70	144.76
Sri Lanka (17)		16/1/70	135.72
Tanzania (17)		16/1/70	162.74
Uganda (17)		31/12/70	128.20
Zambia (17)		31/12/70	120.06
Zimbabwe (17)		10/4/62	100.00

WATERWORKS (8)		Base Date	Base Value
London (8)		29/12/67	114.13
Manchester (8)		29/12/67	114.13
Birmingham (8)		29/12/67	100.00
Glasgow (8)		16/1/70	144.76
Liverpool (8)		16/1/70	135.72
Newcastle (8)		16/1/70	162.74
Sheffield (8)		31/12/70	128.20
Wolverhampton (8)		31/12/70	120.06

SPECIAL LIST		Base Date	Base Value
London (17)		29/12/67	114.13
Manchester (17)		29/12/67	114.13
Birmingham (17)		29/12/67	100.00
Glasgow (17)		16/1/70	144.76
Liverpool (17)		16/1/70	135.72
Newcastle (17)		16/1/70	162.74
Sheffield (17)		31/12/70	128.20
Wolverhampton (17)		31/12/70	120.06

RULE 163 (1) (e)		Base Date	Base Value
London (17)		29/12/67	114.13
Manchester (17)		29/12/67	114.13
Birmingham (17)		29/12/67	100.00
Glasgow (17)		16/1/70	144.76
Liverpool (17)		16/1/70	135.72
Newcastle (17)		16/1/70	162.74
Sheffield (17)		31/12/70	128.20
Wolverhampton (17)		31/12/70	120.06

-ENGINEERING AND METAL-General-Could HOTELS AND CATERERS-Continu

[illegible]

INDUSTRIAL (Miscellaneous)—Continued

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Requiem for poor Bretton Woods

BY JOHN GRAHAM

A SECRET document, circulating surreptitiously within the International Monetary Fund, fell by chance into the hands of the Financial Times yesterday. It reads as follows:

"R.I.P. We regretfully announce the not unexpected passing away after a long illness of Bretton Woods, at 9.00 p.m. last Sunday.

"Bretton was born in New Hampshire in 1944, and died a few days after his 27th birthday. Although abandoned by some of his parents in infancy, he was a sturdy lad and was expected to survive. Also, in the early 1960s liquidity anaemia set in. This was somewhat relieved by an infusion of G.A.B. (Gogo Assistance Booster), though this was restricted to ten of the largest of his limbs. The smaller members had to be content with shots of compensatory financing."

New hormone

"At Bretton's annual medical check-up in Rio in 1967, it was diagnosed that revitalisation of the organism required the injection of a new fertility hormone, popularly known as 'Super Duper Remedy', or S.D.R. Despite two successive injections of this experimental drug, his metabolism did not improve as expected.

Indeed, another disease called stagflation spread over several parts of his body. Moreover, in the last three years, Bretton was periodically subject to speculative fevers, and was unable to maintain an orderly exchange between his constituent organs. In May, 1971, further deterioration in his health was caused by a rupture of ligaments (known as par values) between the body and three of the more important limbs, which began to experience dizziness and sensations of floating. The fatal stroke occurred this month when parasites called speculators inflated his most important member, and caused a rupture of his vital element, dollar - gold convertibility.

"Memorial services will be held in Washington, D.C., on September 27 at the Sheraton Park Hotel. In lieu of gold, the family will accept donations in foreign exchange to support the foundation created by Mr. Woods. No decisions have been taken as to how to allocate these donations among the potential legatees."

Worst crisis

Flippancy aside, the IMF has been set by the ears by the present international crisis. There have been crises before, of course, and the older staff members recognise that there will always be a role for the Fund to play, and that the Fund will be able to raise its voice again when everything has settled down. But no one denies that the present crisis is the worst, and has shown up the relative powerlessness of the institution.

In a sense, there is nothing too surprising in this, since the Fund operates strictly within a framework of international law, and is only as powerful as its members allow it to be. Take the case of special drawing rights over the last four years. There was no shortage of technical proposals made by the IMF staff, but nothing moved until the need for liquidity was given a strong political push by the United States, in particular by Mr. Henry Fowler, Secretary of the Treasury. The IMF staff, Sir Henry Fowler's cousin, Sir Henry Fowler, and then by political pressure on France from the rest of the EEC. Only then could the scheme be developed and approved.

Since then, individual countries have demonstrated that they can take independent unilateral action, for which the IMF is not equipped to cope. The German float two years ago, and the Canadian float of last year, were both against the wishes and nature of the Fund, but there was nothing constructive the Fund could do except find an acceptable formula to maintain its legislative credibility. This came as something of a shock since for some years in the middle and late 1960s the British appeals to the IMF, and the IMF's surveillance of the British economy had given it something of the image of a bogymen.

Lost image

This image has passed away completely, as has much of the Bretton Woods system as initially designed. The Fund now must wait for political solutions to evolve in Europe, in Asia, and in the U.S., and since bloc action seems to be moving into favour (both in the U.S. and in Europe), the problems with which the Fund will be presented later this year, or next year, are likely to be as difficult as anything that has happened so far. The IMF will continue to exist — no doubt of that — but it has been shaken as never before.

THE LEX COLUMN

Fresh hope for the composites

By yesterday it appeared that the first wave of shareholders susceptible to world monetary fears had done with their selling, though the late rise in the index may have exaggerated the broad market trend. In the insurance sector, however, there was solid news to account for a quick change of heart for the better. Apprehension held the sector in front of the results from Royal and gave way to relief on a second quarter underwriting profit of £5.3m. against £2.5m. — appreciably better than Commercial Union's showing. Thus Royal ended 11p up at 37p after 3p down, leading GA up 3p on the day to 189p after 181p.

CU's problem was motor business in Western Europe: it is clear that Royal's exposure in the danger areas—Australia and Germany—has been minimal. The U.S., meanwhile, has gone back slightly (by £300,000) after accounting for virtually the whole of the first quarter's £1.6m. underwriting improvement. Canada (about 11 per cent. of premiums) clearly did appreciably better in the second

quarter, but since Australia (6 per cent.) did worse and the rest of the world only accounts for 12 per cent. of premiums, it would seem that the U.K. must have been responsible for a good slice of the £2.5m. improvement in this quarter. For what the omens of a single quarter's results are worth, they should be good for GA, listed with its much greater commitment to U.S. motor business. That is known to be the major market's doubts of late have concerned the U.K. motor market—admittedly not a major one for Royal. As for Royal, a rise of 40 per cent. in first half pre-tax profits to £20.5m. should allow earnings targets to be upgraded to 24-25p a share (against 19p), dropping the prospective p/e to 16.

See also Page 19

Ada (Halifax)

The Ada (Halifax) accounts take its TV rental misery one step further: the only comfort being that Philips, the parent company, is so demonstrably

anxious to protect its U.K. outlets. Back in 1969, Ada transferred a big lump of its retailing operation to Loyds Retailers, now 69 per cent. owned: it now transpires that Loyds' rental accounting basis—on to which the Ada business was switched—was substantially less conservative than Ada realised—valuing sets on future rental income rather than on depreciated cost. By the end of 1970, switching to Ada's basis recovery would have left Loyds' side with a deficiency of assets running to £5.7m.—and Philips has picked up the tab by acquiring the bulk of Loyds' rental assets.

Loyds' losses since June last year are still not published: there are doubts about the basis of bad debt provisions in Ada's associated finance companies, and the two together require a provision of £500,000 in Ada's 1970 figures. Meantime, Ada's remaining retail outlets have, like Loyds, been overextended by grandiose regional organisations which failed to meet sales targets: the performance both

here and in the manufacturing side is well down this year. We are left with a market capitalisation of £13.2m. and the thought that the Philips link is a sounder support than hopes that the retailing side will be in the black in a year's time. See also Page 20

Steel Group

Steel Group was looking for at least £3.1m. pre-tax last year against 1969-70's £2.17m. In the event, it has produced £3.35m., and the current year picture also looks cheerier than might have been expected, with a marginal increase forecast in first half profits and hopes that contracts currently under negotiation will mean a "worthwhile" trading performance overall. Last year took in the strongest leg of the mobile crane cycle, where Steel is far and away the U.K. market leader, that was geared up by capacity increases and shorter delivery dates, but the recent signs have been that the cycle was very definitely peaking out.

The rise in industry

deliveries was already beginning to slow down in the second half of Steel's year, and order books followed suit with a 10 per cent. fall at the end of the first quarter of calendar 1971. Moreover there is a continuing trend towards a higher exports mix—Steel's overseas sales jumped from 30 to 49 per cent. of the total last year—and that means pressure on margins.

The props, then, may be unquantified loss elimination in South Africa, now disposed of, and the scope for higher returns in areas like Germany or Priemman's construction equipment. The shares at 145p must already have been aware of the risks this year, and to that extent a p/e of 9½ looks firm enough for the moment. See also Page 18

The Truman Trio

Yesterday saw minor initiatives from both sides of the battle for Truman Hanbury, but it is hard to see either having much impact on the outcome. The influence from the Watney-

assented directors of Truman basically implies a choice between staying with brewing or throwing in with a conglomerate; understandably, perhaps, the success of Mr. Joseph's particular conglomerate is not emphasised. Grand Met, meanwhile, also did the expected by topping up its bid to 453p a share with 15p of cash or loan stock. Given the small gains tax liability in the Watney effort, there is little to choose between the two bids in price terms.

However, there was a lead for some Truman shareholders yesterday—and that from the "Pru," of all people. The fact that half the Pru's stake went to Watney, and the other half to G.M.H. probably signifies merely that it could not get a better price for selling the whole block to one side. That it sold in the market for cash, however—with Truman rising 3p to 459p—implies a wariness of paper from either side when cash is readily available. Shareholders without gains tax problems should take note.

Bank eases exchange rule to help importers

BY MICHAEL BLANDEN

THE BANK of England has relaxed one of its foreign exchange rules for the time being in order to help British importers. The continued closure of the foreign exchange markets, it is feared, could have disruptive effects on British international trade. It allows importers of goods or of raw materials unable to acquire the foreign currency they may need to pay for their purchases.

Limited extent

The Bank has therefore decided, until the foreign exchange markets are open again, to allow authorised banks to lend foreign currencies to U.K. residents and companies in order to cover their outstanding currency liabilities. This in effect is a temporary relaxation of the clampdown on short-term Eurocurrency borrowing by U.K. companies imposed

in January, which required a when the loan was due for re-payment minimum borrowing period of five years.

The relaxation is limited in extent, applying effectively only to current transactions which would normally be given exchange control permission. But it allows the banks to help out hard-pressed customers. At present, the banks report that the relaxation has not had very much impact. But it is felt that if the exchanges remain closed much longer the demand for short-term help could grow rapidly.

While alleviating their problems, the system would still impose a significant cost on companies which took advantage of the relaxation. Borrowers would have to carry the exchange risk of having to buy the necessary currency at whatever rates ruled

and its advisers, Guinness Mahon, now reckon to have the support of around 40 per cent. of the Truman equity and thinks that Grand Met may have around 35 per cent. Grand Met's advisers, S. G. Warburg, did not want to speculate on the support, but it is thought that 37½ per cent. may be a more realistic figure.

With the Grand Met offer due to close on Monday (although it can, of course, be extended) the £50m. battle for Truman is now reaching its climax. To balance its slightly lower shareholding, Grand Met has the support of the majority of the Board and the Truman financial advisers. It may also gain an advantage from its earlier closing date.

Both sides were active in exhortation yesterday. The four dissenting directors on the Truman Board have circulated shareholders a circular pleading for supporting Watney (in a circular paid for by Truman). Their case is roughly as it has been stated in the past: they do not believe the redundancy question is as big a problem as has been suggested and feel that Watney has the edge on commercial logic, given the rationalisation potential between the two groups.

Meanwhile, Warburg's on behalf of Grand Met has been equally active in exhorting shareholders with the new Grand Met offer and emphasised the capital gains tax liability which would be incurred by accepting the Watney offer.

The shares of the three groups were not much changed yesterday. Truman rose 2p to 453p, while Watney put up 1p to 123p. Grand Met remained unchanged at 184p.

Eden 'sees no future for UCS Mark II'

By Andrew Hargrave

GLASGOW, August 19. AFTER day-long talks with the Upper Clyde liquidator, trades union officials and shop stewards and an earlier meeting in London with Mr. Vic Feather, TUC general secretary, Sir John Eden, Minister for Industry, made it clear that the Government still saw "no future for a UCS Mark II."

Retaining the existing group as demanded by the shop stewards was not "realistic." And although Sir John was having another late night round with them, he could not see any dramatic coming together of the two sides.

The Government, he said, was anxious to create a viable shipbuilding industry on the Upper Clyde as outlined by Mr. John Davies, Secretary of Trade and Industry, in the House of Commons on July 29, and while he was keen on further exploring the broad possibilities of Clydeside Development Authority proposals handed to him by Mr. Feather, this would be without the TUC's suggestion of taking over UCS as it was now.

"We are now moving from the post-UCS phase towards setting up a new company based on Gorn and Linthouse (the two units to be retained under the Government's umbrella)," he said. The creation of what he called "an embryo Board" was already on the way to form its nucleus.

The question of contracts in respect of 13 ships suspended shortly after UCS went into liquidation was one of the matters discussed with the liquidator, Mr. Robert Smith. (Mr. Smith said he had tried to keep the contracts for which he had "neither the authority nor the resources to embark" open.)

This is because any last minute agreement that still might be achieved could only be on the basis of lower fares, while an "open rate" situation were to come about most airlines would bring in the cheaper rates in the first full year, rising to 100,000 a year by 1975, anyway.

As already announced, the

£2.2m. drop in market value of Lines

By Nicholas Leslie

A £2.2m. PLUNGE in the market value of Lines Bros., the Triang and Meccano toys and Pedigree prams group, followed the news that the company was to go into voluntary liquidation. At the close yesterday, the Lines shares stood at 5p, after a low of 2p, which left them 22p down on the day and standing at one-fifth their nominal value. Lines is now capitalised at £500,000, compared with £18m. in 1968.

Already, steps have been taken to wind up the company. The Lines directors have proposed Mr. Paul Shewell, a partner with accountants Cooper Brothers, as liquidator and this appointment should come into effect, subject to the approval of the main creditors.

Two of the main creditors are Lloyds Bank and Midland Bank. Yesterday, both stressed that their decision to call in between £5m. and £6m. of loans came after the Lines Board had decided on liquidation. Interest has already been shown in what might be salvaged from Lines' operations. Mr. John Bentley, chairman of Barclay Securities, is understood to have been discussing the situation with directors of his two toy subsidiaries, Chad Valley and Sebel. Two other possibilities are Mettoy and Airfix Industries. In addition, one of Lines' main competitors, Lesney, may cast an eye at some of the Lines brand names. Lesney's shares showed resilience yesterday in the face of the Lines collapse with its shares dipping only 2p to 34p.

Row the fun went out of an £80m market Page 16

£63 to U.S. is BOAC plan

BY MICHAEL DONNE, AEROSPACE CORRESPONDENT

BRITISH Overseas Airways Corporation has an even cheaper "experimental" London-New York scheduled air fare of 56s return that it may be prepared to introduce from February 1 if an "open rate" situation, or fares "free-for-all," emerges on the route.

This compares with the present cheapest economy excursion rate of £113.35, and the £53.104 (according to season) Advanced Purchase Excursion (APEX) fare that was agreed by a majority of the Atlantic airlines at the recent abortive Montreal fares conference.

The existence of the £63 rate—confirming last Monday's forecast in The Financial Times—was revealed in London yesterday by Mr. Keith Granville, chairman, when he presented the airlines report and accounts for 1970-71.

These accounts confirm earlier forecasts that the airline's operating surplus tumbled in 1970-71 from £31.1m. to £5.9m., and that the net profit after interest and tax was down from £19.3m. to £3.4m.

Mr. Granville made it clear that BOAC did not really want to see an "open rate" situation on the North Atlantic, but that the airline was ready to do battle if one emerged.

In fact, his comments indicate that, no matter whether or not an "open rate" situation does emerge, cheaper fares are virtually certain on the North Atlantic from February 1.

This is because any last minute agreement that still might be achieved could only be on the basis of lower fares, while an "open rate" situation were to come about most airlines would bring in the cheaper rates in the first full year, rising to 100,000 a year by 1975, anyway.

As already announced, the

Montreal fares conference failed because only one airline, Lufthansa, voted against the package of cheaper rates agreed there. Lufthansa has until September 1 to change its mind. If it does not, the International Air Transport Association must declare an "open rate" situation from February 1.

But Mr. Granville made it clear he was still hopeful that an "open rate" position might be avoided. Lufthansa held out and did not change its mind. "I would expect the long-haul carriers to meet again under the IATA organisation at chairman-president level early in September to see whether anything further could be done to avoid the 'open rate' situation."

If this failed then all the airlines would report the fact to their governments and would inform them of the rates and fares that they wish to charge on the routes concerned.

"BOAC would file with the appropriate governments—U.K., U.S. and Canada—the fares which were agreed at Montreal by all carriers except one. We would expect those governments to accept and approve these fares for BOAC operations on the North Atlantic. There would undoubtedly have to be at least bilateral consultation between the governments concerned."

"BOAC has continued to stick to its guns. The public wants cheap individual fares, preferably on scheduled services, and BOAC is determined the public shall get them."

"Earlybird-type fares applied on the North Atlantic alone, in the manner that BOAC has always envisaged, would mean an extra 60,000 passengers for BOAC in the first full year, rising to 100,000 a year by 1975."

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See also Page 21

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